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THREE-STAR

Matthew Kisber   Phil Bredesen
Commissioner   Governor

Dear Economic Development Partner:

The state of Tennessee recognizes the importance of successful community development best practices and its impact on sustaining economic growth. The Three-Star program helps rural and urban Tennessee communities achieve excellence in community development by emphasizing foundational steps and targeting community strengths to improve quality of life and grow jobs.

The following pages describe the Three-Star program requirements for becoming a certified Three-Star community. The program sets high standards and incentives like no other state-run program in the nation. It helps communities focus on their strengths and address areas of concern to better prepare their area for economic growth.

The Three-Star program is an important component of the state's economic strategy that helps communities set strategic goals that will truly make a difference today and well into the future. We appreciate your support and dedication to the growth and success of Tennessee's economy.

Warmest Regards,

Phil Bredesen   Matthew Kisber

Dear Three-Star Community:

It has always been the aim of Tennessee's Three-Star Program to help local communities prosper and grow by taking full advantage of economic development opportunities. Our commitment to this mission is unwavering and ever-evolving, as evidenced by our newly revitalized certification process.

The Community Development Division of the Department of Economic and Community Development is looking forward to working with you every step of the way on the implementation of this year's Three-Star Program. The innovative certification process is a result of countless meetings, hours of debate and extensive research. We are certain the restructured program will assist communities in creating new employment opportunities, increasing family income, improving quality of life and creating a strong leadership base.

Our Three-Star communities play an integral role in the overall economic health of our state, and on behalf of our entire team, thank you for your cooperation and support of this special program. Our Regional Economic Development Specialists will be making regular visits to your community to assist in any way possible. By working together we know all the hard work and planning will yield measurable results now and well into the future.

Sincerely,

Rick Meredith
Assistant Commissioner
Community Development

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ABOUT THE THREE-STAR PROGRAM

> **Mission**
> The mission of the Tennessee Department of Economic and Community Development (ECD) is to foster higher-paying, better-skilled jobs by recruiting new industries and helping existing businesses grow.

The Governor's Three-Star program, which is administered through ECD's Community Development Division, assists urban and rural communities in their effort to achieve excellence in community and economic development. The program fosters community consensus toward accomplishing development goals and objectives, thus creating an environment for businesses and citizens of Tennessee to profit and succeed.

Participating communities are guided through a strategic program of essential planning, issue prioritization, action planning and measurement. All of the criteria are developed by local economic and community development professionals and various state agencies.

The foundation of the Three-Star program is the Five-Year Asset-Based Strategic Plan, which reflects the development issues of the community and the challenges communities face in an ever-changing economic environment. This comprehensive plan is the product of countless meetings, hours of debate and endless compromises among the community's leaders, but the end product will create new employment opportunities, improve family income and develop a strong leadership base for economic growth.

Once the plan is complete, communities must put their plan into practice, moving beyond strategy development to excellence in execution. The success of executing a strategic plan is determined by how the community positions itself to potential investment and the ability of its leaders to network and to build relationships at the state and national level.

Communities who show performance excellence in the program will be awarded with incentives and grants to address their development issues.

ECD is committed to partnering with each community in the state to create prosperity and establish sustainable economic and community development growth.

Three-Star Specialists

ECD's Three-Star Regional Economic Development Specialists are located in each grand division of the state and guide communities through the program requirements.

> Chattanooga Office: (423)634-3022
> Cookeville Office: (931) 520-1094
> Jackson Office: (731) 423-5665
> Johnson City Office: (423) 434-6476
> Nashville Office: (615) 532-1534

THE DESTINATION

Prepared for Sustainable Economic Growth

Provided with eligibility for greater incentives to include the TN Center for Performance Excellence review and additional certification

INNOVATIVE ACTIONS

"the road less traveled"

• One $1500 Economic Development Education Grant per certified program annually

• Performance through Three-Star program of work and benchmarks will also allow for eligibility to apply for larger grant awards

TARGETED ACTIONS

"the dashboard, the engine, the wheels"

• Utilize Three-Star program to 'move' through benchmarks:
  ✓ ECONOMIC DEVELOPMENT
  ✓ COMMUNITY DEVELOPMENT
  ✓ LEADERSHIP DEVELOPMENT
  ✓ PLANNING AND INFRASTRUCTURE DEVELOPMENT
  ✓ EDUCATION AND WORKFORCE DEVELOPMENT

• Utilize Three-Star Dashboard as 'gauge'

• Completion of benchmarks will determine incentive-ability

THREE-STAR PROGRAM OF WORK

"the steering wheel"

• Strategic Planning = where are we and where do we want to go?
• Establish Priorities = what do we need to take care of now so we can get where we want to go?
• Prepare Measurable Actions = how do we get to where we want to go?

• Endorse, Implement and Measure = Did we achieve our desired outcome?
• Maintain the Basics = Leadership Program, Health Care, Web Presence, Existing Industry, Education, Planning.

THREE-STAR
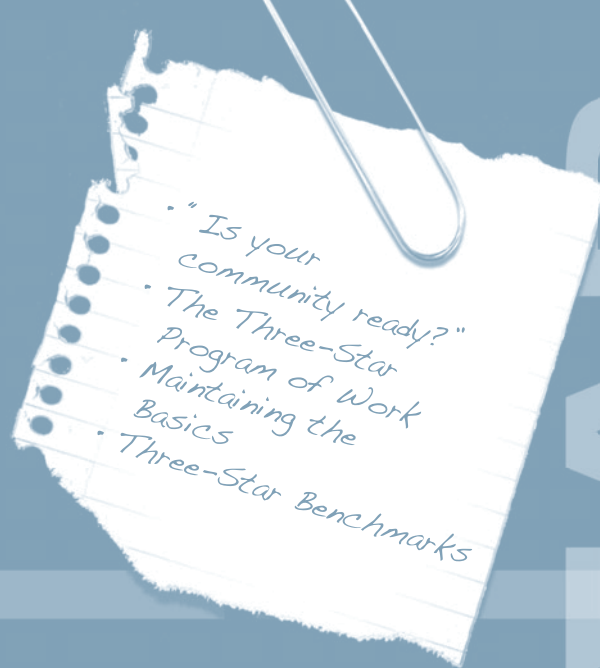
Is your community ready for Three-Star?

The Three-Star program of work is not without risk or hard work. Developing a strategic plan will provoke debate, but communities must build consensus and determine the best development issues to tackle. This process will require compromise at all levels and an honest assessment of your community, which may uncover a hidden gem or something undesirable.

Communities that participate in the Three-Star program are "raising the bar" for economic development issues in the state of Tennessee and are committing to answering their development questions with "new" answers instead of doing the same remedies of the past.

Join ECD's Three-Star program and make the decision to aggressively address your community's economic and community development future.

Building the Foundation:

 Best Practice: Develop a Three-Star Committee

The Three-Star program is most effective when facilitated through an organization that is committed to their community's future economic and community development health. To achieve maximum benefit, the program should be facilitated, developed, monitored and measured by one of two local organizations: 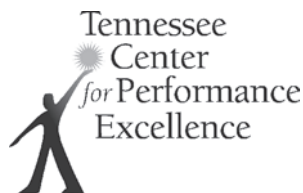the Joint Economic and Community Development Board (JECDB) or a broad-based formally-structured Three-Star committee with a chair person and sub-committee chairs.

Tennessee Center for Performance Excellence:

Over the past 15 years, more than 1,000 businesses and organizations have participated in the Tennessee Center for Performance Excellence (TNCPE) Award Program. While recognizing the region's world-class organizations, the TNCPE Award Program also provides a framework for developing effective systems improvements.

In short, TNCPE helps organizations run faster, smarter and with better results. This infuses our communities with increased revenue and job opportunities, as well as better educational, government and health care services.

Along with their award program, TNCPE provides educational opportunities through peer learning, conferences, workshops and hands-on assistance for organizations that want to implement performance improvement methods.

Through a partnership with the Department of Economic and Community Development's Three-Star program, TNCPE will be providing services to qualified communities in order to assist communities in performance excellence in strategic plan implementation.

TNCPE was established in 1993 through the cooperative efforts of the Tennessee governor's office, the Tennessee Department of Economic Development and the business community as an independent nonprofit corporation governed by a board of directors. It functions as a public-private partnership modeled after the Malcolm Baldrige National Quality Awards Program. For more information about our mission and history, please visit the TNCPE Web site: ***www.TNCPE.org.***

The Three-Star Program of Work

The Three-Star program of work is the foundation for success. Each community agreeing to participate must complete the following annual program of work:

★ **STEP ONE: Five-Year Asset Based Strategic Plan**
<u>**Who are we and where do we want to go?**</u>
Strategic planning is a planning process that should include key leadership determining community perception through assessment tools and surveys. These tools are available from your Regional Economic Development Specialist.

The strategic plan must include the following:

- Address ALL development issues in the community. These are to include, but not limited to the following: education, work force development, business recruitment, business expansions, business retention, infrastructure, etc.

- Participation from, information about and responsibilities of the active economic development organizations in the community. These include the JECDB, industrial development organizations, tourism development organizations, etc.

- Timeline to annually review, adjust and update the strategic plan. **Three-Star Planning Workshop** agenda provided by ECD.

★ **STEP TWO: Establish Development Priorities**
<u>**What do we need to take care of now so we can get there?**</u>
A community should determine their top five priorities to work on each year. This helps community's focus on their projects and set practical goals so that accomplishment is not difficult to measure.

Communities should remember the following when completing this task:

- The Three-Star program will hold an annual **Three-Star Planning Workshop** to identify development issues from your strategic plan and determine action priorities for the year.

- The Community prioritization process is conducted to review, to determine need and to build consensus regarding issues.

- Priorities should be realistic and measurable and should be assessed annually.

★ **STEP THREE: Prepare Effective Measurable Actions, Responsibilities & Timeline**
<u>**How do we get to where we want to go?**</u>
Strategic actions are generated from creative brainstorming, researching various programs and other communities, and utilizing the expertise of outside professionals. In other words, there must be NEW answers to the development issues of today's economic environment. This document is objective-oriented, creates improvement in existing development issues and becomes the one-year work plan for sustainable economic and community development.

Effective strategic actions should do the following:

- Create maximum positive impact on a local economy and solve development priority issues.

- Consider the amount of resources available, the level of commitment of local leadership and the potential benefits. These should be reviewed annually in order to measure accomplishments, to reallocate resources and to modify procedures as needed.

- Identify responsibilities and timeline in order to achieve success.

★ **STEP FOUR Share, Endorse & Implement the Plan & Measure the Outcomes**
<u>**Did we achieve our desired outcome?**</u>
After implementation, a community must be able to track and monitor their outcomes and accomplishments.

<u>**Steps to Share and Endorse the Plan:**</u>

- The **Three-Star program Annual Report** will be presented to the local legislative body.
  This report is to be presented with the strategic plan and include accomplishments, priorities, action plan and any other committee reports for the year. For maximum benefit, the **Three-Star Annual Report** should also be presented to the Joint Economic and Community Development Board (JECDB).

- There should be a resolution by the local legislative body adopting the Five-Year Asset Based Strategic Plan – annually.

- There should be a resolution confirming compliance and an implementation plan for Federal Title VI Regulations – annually.

- There should be compliance by the JECDB as per Public Chapter 1101.

- New Three-Star programs must have a resolution to participate and a letter of intent to the commissioner of the Department of Economic and Community Development.

<u>**Steps to Implement and Measure the Plan:**</u>

• The Three-Star committee is the overview group that monitors and coordinates implementation of the action plan.

• The **Three-Star Annual Report**, which includes priorities, action steps and accomplishments, is due to the Regional Economic Development Specialist two weeks prior to Three-Star review and certification.

★ **STEP FIVE: Maintain the Basics**

There are five foundation initiatives that are required of every Three-Star Community, encompassing the 'back-bone' of the Three-Star organization. Before a community can tackle other development issues, they must maintain the following:

• Adult Leadership Program
• Health Care Committee
• Web Site Development
• Existing Industry Program
• Education Committee

Targeted and Strategic Actions:

Once a community has completed its strategic plan, it must determine a timeline for completing its goals. Creating a timeline requires communities to evaluate its first-hand needs and determine what goals must be completed within the year versus goals that will take an extended period of time. Since each community has different needs and resources, the Three-Star program provides optional targeted actions for communities to complete. The optional targeted actions include five key areas of development:

I. Planning and Infrastructure Development
II. Community Development
III. Leadership Development
IV. Economic Development
V. Education and Workforce Development

Innovative Actions – The Three-Star Benchmark System:

Upon establishing the Three-Star foundation initiatives and working through the appropriate Targeted and Strategic Optional Actions, the Three-Star program of work moves to benchmarking economic development activities. In order to receive incentives from the Department of ECD, each Three-Star community must meet minimum benchmarks for each of the five key areas of development. These benchmarks are progressive and establish a standard of progress required for greater incentives.

Maintaining the Basics: Required Foundation Initiatives

Before a community implements new ideas, it must focus on maintaining the basic tools needed for successful economic development growth. The Three-Star program recognizes five key initiatives that all communities should maintain, including:

1. Leadership Program
2. Health Care Committee
3. Web Site Development
4. Existing Industry Program
5. Education Committee

1. Leadership Program: Create and Maintain an Active Adult Leadership Program.
Successful community development stems from the knowledge of its citizens. In order to maintain excellence in community development practices, citizens must have knowledge of the community's history and its current government initiatives, and be given the opportunity to practice that knowledge in leadership positions.

Adult leadership program participants must complete a minimum of 4 hours of leadership training/community service or project. Overall, each program must complete a minimum of 40 hours in local leadership training and completion of one community project. A Three-Star program presentation by the local Three-Star committee or state of Tennessee Regional Economic Development Specialists must be included in the leadership program each year. The program classes must include (but are not limited to) the following topics:

- Local Government
- State Government
- Business and industry
- Tourism
- Agriculture
- Education
- Health Care
- Leadership skills training
- Three-Star program presentation

TIP: For more information about best practices in adult leadership organizations, see the Tennessee Association of Community Leadership Web site at ***www.leadershiptennessee.com***

2. Health Care: Form a Health Care Committee.
The health of a community's citizens effects both the local quality of life and the economy. Over 800,000 Tennesseans are uninsured and the need for preventative services, primary care and access to quality care for all people has become crucial, especially with diabetes, heart disease and cancer being the most common causes of disease in Tennessee.

The purpose of a health care committee is to monitor the effectiveness and economic status of local health care. The committee should work to ensure the presence of a coordinated effort with the local health care facility(s) and/or agencies in the area that are addressing health care needs and services. Regional health councils may serve as the committee and members of the committee must minimally represent the following:
- Physicians
- Hospital/clinic administrators
- Nurse practitioners
- Emergency medical services
- Public health officials
- Public school officials

Tasks for the committee include:

a. Drafting an action plan: The plan should evaluate the community's needs and coordinate with the appropriate health care agencies to address and correct areas of concern. This plan should be updated annually and include assignments of responsibility and timelines for completion.

b. Develop a Community Health Care Directory: The directory should include health care services and locations available in the community, including:

Public Health Services such as:
- Immunizations
- Approved water supply system
- Environmental health protection services
- Communicable disease control and prevention
- Women, Infants and Children Nutrition Program (WIC)

There should also be access to:
- In-home services
- Alcohol and drug abuse services

NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

3. Web site: Develop and Maintain a Community-wide Web site.
Approximately 85 percent of site selection searches begin on the Internet. Communities are being evaluated and "included" or "eliminated" based on the impression from their Web site. A professional and informative Web site is imperative to a community seeking new industry.

A community's Web site must provide information regarding available development sites with pictures and detailed information about each site. This information can be linked to another organization that maintains this information i.e. TVA or your Regional Industrial Development

Association, but make sure you get the organization's permission before doing this. It is very important to update the Web site monthly and make sure it includes all of the following:

- List of contact information (e-mail, telephone numbers, mailing address, etc.) for local government and other important contacts such as development districts, JECDB, utility companies, educational providers and basic tourist information
- Current events posted and updated
- Capability to provide feedback, i.e. e-mails to mayor, chamber or the organization coordinating the Web site
- Tracking number of visits to the site
- Link to the Tennessee Department of Economic & Community Development Web site (*www.tnecd.gov*), the Regional Economic Development organization and TVA Economic Development (*www.tvaed.gov*), as well as other useful sites for your community
- Active marketing component such as testimonials or case studies on why someone should invest in your community
- Three-Star logo on home page

4. Existing Industry: Create and Maintain an Active Existing Industry Program.

Many new jobs in Tennessee develop from the expansion of established industries. It is important for economic leaders to express their appreciation to these industries and acknowledge their contributions to the community.

Local economic development professionals and one elected official should visit local industry at least once a year. To facilitate this, create a systematic procedure of contacting local industry, such as a phone tree, mail or e-mail and make sure this is updated regularly.

Other initiatives for existing industry must include:

a. Host an annual industry appreciation event: This is an opportunity to recognize and/or network with local industry leaders.

b. Create a managers organization of local plant managers or their representatives to meet quarterly to discuss issues and exchange information.

c. Develop a local industry directory for the community: Information should include:
- Name of industry and years in community
- Key contact information
- Number of employees and products manufactured

NOTE: If no local industry exists, the community must complete the first three components of the Retail Services section under the Optional Components section.

5. Education: Create and Maintain an Education Committee.

A first-class education system provides a distinct advantage in attracting new companies and encouraging current business growth. Strong primary and secondary education, vocational or

technical schools and higher education institutions play a large role in a community's development, but they should have well-equipped and maintained facilities and innovative programs at every level to meet the challenges of an ever-changing economic environment.

The Community Education Committee members should be the key decision makers, i.e. superintendent of schools, economic developers, elected officials, local business and industry, etc. The committee must meet at least quarterly to address the community's educational issues.

To optimize volunteer committee member's time, this committee may be combined with the Workforce Development Committee or be established as a Local P-16 Council. The education committee should include a diverse cross-section of community leaders to assess the current education status and future needs. The following groups should be represented:
- Parents
- Educators: administrators, teachers, counselors at all levels
- Students
- School board members
- Employers, representing all sectors
- Local government
- Local economic development contact
- Local non-profits with educational programs (environment, leadership, etc.)

This list is not exhaustive; a community should consider inviting interested parties not included here to participate.

Tasks for the committee include:

a. Review the local school system's Report Card: This is distributed from the Tennessee Department of Education and each year the following should be evaluated.

- Does the community have schools on the 'high priority' list?
- What is the progress on the Average Yearly Plan for improvement?
- How many teachers are on waivers or permits?
- Do we offer achievement programs such as International Baccalaureate, advanced placement programs, dual credit enrollment and online distance learning opportunities?
- What is your county's average ACT composite score?

b. Create an Action Plan: The Education Committee should develop an action plan to help overcome any educational limitations. The plan must include the broad-based community participation of everyone, including community residents. It should recognize the need for comprehensive education programs that prepare students to make a living and encourage the development of work experience programs.

c. Prepare an Educational Institution Inventory: The committee should create and maintain an inventory of current educational programs that include the following:

- A list of education providers, both public and private, K-12 and post-secondary
- A list of vocational/technical schools and/or higher education institutions (If there are none in the community, determine and list the nearest ones)
- A list of standards and graduation requirements, certificates and degrees offered
- A list of cooperative training programs available to students

NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

THREE-STAR INCENTIVE BENCHMARKS
(see descriptions in tabbed areas of development)

Benchmark 1- Assessment	Benchmark 2- Plan for the Future	Benchmark 3- Implement
Where are We?	**Where we want to go?**	**ON OUR WAY!!!**
PLANNING and INFRASTRUCTURE		
1. Inventory of Cities and County (Infrastructure, Facilities, Services, Fire, Police, EMS, Land Use, etc.)	**1. Land Use and Transportation Plan** **2. Planning Commission**	**1.Building Codes (all cities)** **2. Subdivision Regulations (all cities and county)**
PLUS: 4 other components from Targeted Actions-Planning/Infrastructure	*PLUS: 6 other components from Targeted Actions-Planning/Infrastructure*	*PLUS: 8 other components from Targeted Actions-Planning/Infrastructure*
		1 Strategic Action
COMMUNITY DEVELOPMENT		
1. Attend Governor's Conference	**1. Form Housing Committee**	**1. Housing Action Plan**
2. Beautification Committee- 2 projects	**2. Community Connection visit**	**2. Beautification Action Plan**
PLUS: 5 other components from Targeted Actions- Community Development	*PLUS: 7 other components from Targeted Actions- Community Development*	*PLUS: 10 other components from Targeted Actions-Community Development*
		PLUS: 1 Strategic Action
LEADERSHIP DEVELOPMENT		
1. City (over 500 pop) and county mayors attend one training/educational session per	**1. Must maintain a youth leadership program** **2. At least one member of the municipal legislative body (pop 500 and over) completes MTAS Elected Officials Academy (10 hrs)**	**1. Designated Leadership training staff member**
	PLUS: 1 other component from Targeted Actions- Leadership Development	*PLUS: 2 other component from Targeted Actions-Leadership Development*
		PLUS: 1 Strategic Action

THREE-STAR INCENTIVE BENCHMARKS
(see descriptions in tabbed areas of development)

Benchmark 1- Assessment/ Analysis	Benchmark 2- PLAN	Benchmark 3- Implement
ECONOMIC DEVELOPMENT		
1. Establish economic development organization and contact	1. Established committee and program of work for one of the following economic *development areas: small business, retail, tourism or downtown development*	1. Full-time trained economic development professional
2. Economic Development official must attend annual Three Star Planning Session		2. ED " Funded" Budget/ Marketing Plan
3. Maintain updated information on www.tennesseeprospector.com		3.Updated information on www.tennesseeprospector.com
PLUS: 5 other components from Targeted Actions- Economic Development	*PLUS: 7 other components from Targeted Actions-Economic Development*	*PLUS: 10 other components from Targeted Actions-Economic Development*
PLUS: 1 Strategic Action	*PLUS: 1 Strategic Action*	*PLUS: 1 Strategic Action*
EDUCATION/WORKFORCE DEVELOPMENT		
1. Identify local job skills of the future and list providers who can provide the needed skill training	2. Meet State Average Graduation Rate or State Average ACT composite score (county's system average)	1.Meet State Average Graduation Rate OR State Average ACT composite score OR acheived specified percent increase in graduation rate compared to prior year (county's system average)
PLUS: 4 other components from Targeted Actions- Education Development	*PLUS: 6 other components from Targeted Actions-Education Development*	*PLUS: 8 other components from Targeted Actions-Education Development*
PLUS: 1 Strategic Action	*PLUS: 1 Strategic Action*	*PLUS: 2 Strategic Action*

- Benchmark Descriptions
- Targeted and Strategic Actions

THREE-STAR

PLANNING & INFRASTRUCTURE DEVELOPMENT
INCENTIVE BENCHMARKS

Benchmark I

1. Inventory of City and County Land Use and Facilities:

This inventory should reflect existing infrastructure to include; water and sewer coverage and capacities; facilities; protective services; transportation; and land use to show residential uses, commercial uses, etc. At a minimum, communities should document the following:

- Total acreage within the community (counties would address unincorporated areas)
- Amount and percent of total land area devoted to residential, commercial, industrial, public, trans portation uses
- Amount and percent of undeveloped or vacant land
- Providers of water and sewer service, where present, in the community's jurisdiction and the percent of developed properties served by each
- Current usage and capacities of the water and/or sewer systems
- Number of uniformed officers in police/sheriff's department
- Number of and locations of fire stations, whether full-time or volunteer
- Number of fire fighters, whether full-time or volunteer
- ISO ratings and descriptions of response areas
- Number and types of recreation services and facilities
- Miles of streets or roads maintained by local jurisdiction
- Description of solid waste operations and facilities.

Information already compiled as part of a current Comprehensive Plan, Land Use Plan or other ECD-approved local study may suffice. The state Local Planning Assistance Office will provide inventory tool and guidance if needed.

Benchmark II

1. Land Use and Transportation Plan:(all cities and county or county-wide to represent all cities)

An adopted Land Use and Transportation Plan, whether stand-alone or as part of a larger Comprehensive Plan, covering the current time period (ex. 2001-2011; 2000-2015), and approved by the local planning commission. Land Use plans may be prepared in various formats and using differing approaches, but the study at a minimum should include the following information: a description of the existing land uses in the jurisdiction and an analysis of past and present land use patterns; a description and analysis of the local physical environment; a description and analysis of current municipal and/or county public facilities and services; an analysis of past, present and future demographics, including population projections and ranges; a listing of community employment information including at a minimum a breakdown of employment by sector; an analysis of current and proposed transportation facilities and patterns; development goals, policies, and implementation action steps.

2. Planning Commission: (all cities and county or county-wide to represent all cities)

Municipal Planning Commission
A municipal planning commission must be formally organized under the provisions of TCA 13-4-101 with no less than (5) and no more than (10) members. One member must be the mayor or the mayor's designee and one member must be elected from the legislative body of the municipality. The remaining members must be appointed by the mayor and serve at the mayor's pleasure. The planning commission should

- Meet ten (10) times per year to develop studies and plans for the physical development of the community and the services required to provide a safe, healthy and prosperous environment that can be sustained and improved over time.
- Ensure that meetings are well-advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission.
- Make recommendations to the legislative body on private development activities and public capital improvements proposed for the community.
- Maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.

County Planning Commission
A county-wide planning commission must be formally organized under the regional planning provisions of TCA 13-4-101 with no less than five (5) and no more than fifteen (15) members. A majority of the members must be citizens that do not serve in a county elected or appointed position. The planning commission should:

- Meet ten (10) times per year to develop studies and plans for the physical development of the county and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time.

- Ensure that meetings are well-advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission.
- Make recommendations to the legislative body on private development activities and public capital improvements proposed for the community.
- Maintain a public record of its activities and meetings and provide an annual assessment of the planning program to the legislative body that is available to the public.

Benchmark III

1. Building Codes: (all cities)

Municipal Building Codes
Adopt and enforce Building Codes as authorized by the Tennessee Department of Commerce and Insurance including standards for energy efficiency, building, electrical and plumbing construction. A certified building official must be on staff.

2. Subdivision Regulations: (all cities and county)

Subdivision Regulations
Subdivision regulations should be adopted under the provisions of TCA 13-4-301 through 309 with a major thoroughfare plan that classifies existing and planned public way filed with the county register as required by TCA 13-4-302. The subdivision regulations should also specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.

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I. Planning and Infrastructure Development

Planning and Infrastructure Development include three key areas of focus:
1. Planning
2. Technology Development
3. Green Infrastructure

1. Planning

A successful community planning program facilitates community growth and ensures that communities become safer, stronger, wealthier and more sustainable. Planning can move forward the community's goals and protect community facilities, existing and planned investments and the natural environment. Each community needs to carefully devise its own planning strategy to suit local conditions and needs. Consistently re-examining community planning makes the process more effective and helps communities achieve their development goals. The following components can assist communities in their planning efforts.

City and County Components

a. Subdivision Regulations: Subdivision regulations should be adopted under the provisions of TCA 13-4-301 through 309 with a major thoroughfare plan that classifies existing and planned public way filed with the county register as required by TCA 13-4-302. The subdivision regulations should also specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.

b. NFIP: The city should participate in the National Flood Insurance Program (NFIP).

c. Municipal Building Codes: Adopt and enforce Building Codes as authorized by the Tennessee Department of Commerce and Insurance including standards for energy efficiency, building, electrical and plumbing construction. A certified building official must be on staff.

d. Historic Zoning: Create and enforce historic zoning under the provisions of TCA 13-7-401 through 410.

e. Land Use Plan: The city should develop and adopt a Land Use and Transportation Plan.

f. Community Facilities Plan: The city should develop and adopt a Community Facilities Plan.

g. Public Improvements Plan: The city should develop and adopt a Public Improvements Program.

h. City Zoning: Comprehensive municipal zoning should be adopted under the provisions of TCA 13-7-201 through 211. Zoning regulations should address allowed uses and performance standards for site design.

i. County Zoning: County-wide zoning ensures that all cities or areas in a county work together to plan for future growth. Land use issues and design standards as well as management of resources can be properly discussed, and the county can make decisions on these important issues as a group under the provisions of TCA 13-7-101 through 112.

j. Municipal Planning Commission: A municipal planning commission must be formally organized under the provisions of TCA 13-4-101 with no less than (5) and no more than (10) members. One member must be the mayor or the mayor's designee and one member must be elected from the legislative body of the municipality. The remaining members must be appointed by the mayor and serve at the mayor's pleasure.
- The planning commission should meet ten (10) times per year to develop studies and plans for the physical development of the community and the services required to provide a safe, healthy and prosperous environment that can be sustained and improved over time.
- The planning commission should ensure that meetings are well-advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission.
- The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community.
- The commission should also maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.

k. County Planning Commission: A county-wide planning commission must be formally organized under the regional planning provisions of TCA 13-4-101 with no less than five (5) and no more than fifteen (15) members. A majority of the members must be citizens that do not serve in a county elected or appointed position.
- The planning commission should meet ten (10) times per year to develop studies and plans for the physical development of the county and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time.
- The planning commission should ensure that meetings are well-advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission.
- The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community.
- The commission should also maintain a public record of its activities and meetings and provide an annual assessment of the planning program to the legislative body that is available to the public.

STRATEGIC ACTION: Adoption of county building codes
Adopt and enforce building codes as authorized by the Tennessee Department of Commerce and Insurance including standards for energy efficiency, building, electrical and plumbing construction. A certified building official must be on staff.

STRATEGIC ACTION: Tennessee Certified Local Government program
Across the nation, hundreds of communities have taken action to preserve their unique historic character through the passing of historic preservation ordinances and the creation of historic zoning commissions and design review. This program provides technical assistance and grants to local governments that are committed to protecting their historic and architectural heritage for future generations. The Tennessee Historical Commission is also required to allocate at least 10 percent of the Historic Preservation Fund Grants to the Certified Local Governments (CLG); thus, CLGs receive priority status in grant funding available. **For more information, contact the Tennessee Historical Commission Local Government Coordinator at (615) 532-1550.**

2. Technology Development
The ability of individuals, businesses and public organizations to use digital technology is a key factor of a community's economic preparedness. Communities that only focus on Internet infrastructure face the risk of increasing the digital divide between those that already use and understand the benefits of information technology and those that don't. In today's global economy, it is critical that all types of technology be available or planned for the future.

Best Practice: Assess your community's technology infrastructure needs.

In order to better assess your community's technology infrastructure needs, Three-Star suggests the following tasks.
a. Form a Technology Committee: The following groups should be represented on the technology committee:
- Local utility
- Local telephone
- Local cable/television
- Local internet providers
- Computer/network business
- IT specialist
- Any end-users from enhanced telecommunication ability such as industry, banks and schools

The committee's activities should include:

b. Community Assessment: The committee should complete a comprehensive inventory of the availability of services and needs of the community and its businesses and schools.

c. Develop an Action Plan: This plan puts results from the assessment into action. This should be updated annually and contain a timeline as well as funding sources for projects.

d. Education: Committee members and community leaders should attend a telecommunications education session to learn more about increasing their technology growth.

> **NOTE:** A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

3. Green Infrastructure
Urban forests have clear economic benefits that provide a positive return on investment such as: tree canopies to cool hot cities and the reduction and absorption of air pollution. Proper tree siting and selection can also assist in reducing storm water runoff. Three-Star advises each community to hire a professional forester or arborist to assist with green infrastructure improvements and growth.

 Best Practice: Create an advisory tree board

The Tree Board or Commission is a group of citizens charged by ordinance with developing and administering a comprehensive tree management program. The group should have broad-based community representation and involvement. The board should do the following:

a. Develop a Tree Ordinance: A tree ordinance should designate the establishment of a tree board or department and give this body the responsibility for writing and implementing an annual work plan. The ordinance should be flexible enough to fit the community's needs and circumstances and provide clear guidance for planting, maintaining and removing trees from streets and other public places.

b. Celebrate Arbor Day: This helps build awareness about the importance of green infrastructure and how it benefits a community. An Arbor Day celebration can be a planting event or an award ceremony that honors leading tree planters in the community.

Completing the above criteria plus establishing a program that is supported by an annual budget of at least $2 per capita will make your community eligible for a Tree City application.

STRATEGIC ACTION: Become a designated Tree City USA
The Tree City USA® / Tree Line USA program is sponsored by the National Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. It provides direction, technical assistance, public attention and national recognition for urban and community forestry programs in towns and cities that more than 93 million Americans call home. **For more information and to receive a free Tree City USA booklet visit *http://www.arborday.org/programs/TreeCityUSA.cfm* or call (402) 474-5655 or e-mail at treecity@aborday.org.**

- Benchmark Descriptions
- Targeted and Strategic Actions

THREE-STAR

COMMUNITY DEVELOPMENT
INCENTIVE BENCHMARKS

Benchmark I

1. Governor's Conference on Economic and Community Development
This conference is the largest economic development conference in the state of Tennessee. It is important that community leaders attend the Governor's Conference to stay knowledgeable of current economic trends and tools available for economic growth.

a. Must have at least one attendee annually in order to receive credit for this Benchmark.

2. Beautification as an economic indicator
The visual environment and physical appearance of a community are significant indications of its overall health and stability.

a. Must complete two community-wide beautification or urban forestry projects that will contribute to the enhancement of visual and scenic factors, and projects cannot be solely litter pickup.

Benchmark II

1. Develop and Maintain a Housing Committee
Local businesses and employers are affected by the lack of affordable housing in a region, causing an unstable, shifting labor force. The availability of safe and affordable housing affects how existing industry attracts new workers, expands and prospers. This committee will address local housing issues and promote community and economic development practices that enhance the housing market and the community's quality of life. The committee should review the State of Housing in Tennessee report annually.
http://www.tennessee.gov/thda/PresRel/stateofhsg.pdf

* The following groups should be represented on the committee:
    a. Construction
    b. Real estate
    c. Mortgage lending
    d. Housing authority or equivalent nonprofit group
    e. Residents
    f. Faith-based organizations
    g. Senior citizen organizations
    h. Chamber of Commerce
    i. Industrial Development Corporation
    j. City/county government
    k. Local code official and/or planner

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

2. Community Connections
Community Connections is a program that pairs two Three-Star communities together (city to city or county to county) that are at least 90 miles apart and requires each community to evaluate each other's development efforts.

Local representatives of economic development, education and government are required to complete a daylong visit to their community connection counterpart. The visited community will prepare presentations about community programs, conduct tours and allow time for a question and answer session. The visiting community will prepare a written report within 30 days of the visit that includes an evaluation and personal impressions of the community. This program is designed to be a learning tool, not a showcase of what each community does well.

NOTE: Each city or county Community Connection must be a participant in the Three-Star program. Regional Economic Development Specialists can assist in the selection of a community.

Benchmark III

1. Housing Committee Action Plan
The Housing Action Plan will address local housing issues and promote community and economic development practices that enhance the housing market and the community's quality of life. This plan must include the following at minimum:

a. A brief report of the housing status in the community that includes research provided by THDA reports – "Population and Housing Market Profiles" and "Activity Profiles by County."
http://www.tennessee.gov/thda/Research/rsrchcvr.html

b. The completion of at least two committee activities from Targeted Actions – Community Development/Housing.

2. Beautification Committee Action Plan
The committee should develop an annual action plan for the beautification of the community, including entrances to the community, downtown districts, residential neighborhoods and commercial and industrial areas. Solid waste management practices including plans for resource recovery and recycling should also be addressed in the action plan.

II. Community Development

Community Development includes nine key areas of focus:

     1. Community Connections
     2. Community Volunteerism
     3. Housing
     4. Energy
     5. Public Library
     6. Web site
     7. Beautification
     8. Arts and Culture
     9. Heritage and Historic Preservation

1. Community Connections

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Local representatives of economic development, education and government are required to complete a daylong visit to their community connection counterpart. The visited community will prepare presentations about community programs, conduct tours and allow time for a question and answer session. The visiting community will prepare a written report within 30 days of the visit that includes an evaluation and personal impressions of the community.

This exercise encourages communities to share best practices, learn each other's challenges and determine possible solutions. It also helps each community learn more about themselves and gives them an opportunity to hear an objective point-of-view about their development issues. This program is designed to be a learning tool, not a showcase of what each community does well.

> **NOTE:** Each city or county Community Connection must be a participant in the Three-Star Program. Regional Economic Development Specialists will be glad to assist you in your selection of a community.

2. Community Volunteerism

Nationally, about 61.2 million people volunteered through or for an organization at least once between September 2005 and September 2006, as reported by the Bureau of Labor Statistics of the U.S. Department of Labor. Other than the immense economic benefit, volunteers develop relationships with others and with organizations and establish a pattern of volunteering that typically persists throughout adulthood. Community volunteerism can translate into millions of dollars saved. For the year 2006, the average cost nationally of one volunteer hour was $18.77 and the average cost in Tennessee for 2006 was $15.98. For more information on volunteer programs please visit ***http://www.independentsector.org/programs/research/volunteer_time.html***

Best Practice: Coordinate community volunteer programs.

Below are the two tasks for the community volunteerism component:

a. Coordinate Teen Community Volunteerism - 1500 Hours - High school students must be involved in a minimum of 1,500 hours of community service as specified by the local Three-Star Program and approved by the Regional Economic Development Specialist.

b. Coordinate Adult Community Volunteerism - 1500 Hours - Community citizens must be involved in a minimum of 1,500 hours of community service as specified by the local Three-Star Program and approved by the Regional Economic Development Specialist.

> **NOTE:** Community service must be completed between September 1 and August 1 each year.

3. Housing

Local businesses and employers are affected by the lack of affordable housing in a region, causing an unstable, shifting labor force. Housing affordability is not just a problem for low-income groups. The availability of safe and affordable housing affects how existing industry attracts new workers, expands and prospers. Each community should identify and eliminate current housing problems and project future needs while maintaining the integrity of the community's infrastructure and the impact of growth on the environment.

Best Practice: The Housing Committee should work closely with all housing providers in the community and with programs such as Tennessee Housing Development Authority (THDA).

a. Develop and Maintain a Housing Committee - This committee will address local housing issues and promote community and economic development practices that enhance the housing market and the community's quality of life. The following groups should be represented on the committee:

a. Construction
b. Real estate
c. Mortgage lending
d. Housing authority or equivalent non-profit group
e. Residents
f. Faith-based organizations
g. Senior citizen organizations
h. Chamber of Commerce
i. Industrial Development Corporation
j. City/county government
k. Local code official and/or planner

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

The committee's activities should include:

b. Policies, Procedures and Action Programs: The committee must complete at least two of the following:
      1. Adopt a revitalization program to remove or rehabilitate substandard housing.
      2. Provide income-assisted housing through either a Housing Authority or another method.
      3. Develop a community policy regarding publicly subsidized housing.

c. Host a Homeownership Fair: This can be done in conjunction with the National Homeownership Month (June) or another local event, such as the Community Celebrations component.

d. Host a Fair Housing Event: This can be done in conjunction with the National Fair Housing Month (April) or some other local event (as above).

e. Attend the Governor's Housing Conference: Members of the housing committee are encouraged to attend this annual housing conference.

> **NOTE:** A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

> **STRATEGIC ACTION: Comprehensive survey of the housing market**
> An appraisal or survey of the local (county-wide) housing market provides a comprehensive inventory of the local housing stock and should include the following:
> • Total number of housing units and total number constructed in the past 5 years
> • Number of single-family units currently for sale and price range of units
> • Number of apartments and other rental units available and average cost of monthly rentals
> • Average cost-per-square-foot for new home construction
> • Local current home financing practices

4. Energy
Rising energy costs can reduce funds that schools and local governments need for essential services. Business owners, school administrators and local government officials must have access to the information and financing necessary for improving energy efficiency and managing energy costs.

Best Practice: Make energy efficiency a top community priority.

The following energy programs are available through the Department of Economic and Community Development and can help Three-Star communities make energy efficiency a top priority.

a. Local Government Energy Loan Program: All eligible local government buildings that are located in designated Three-Star communities will be offered the following incentives:
- A zero percent interest rate on loans to local governments of Three-Star communities in lieu of the normal three percent interest charged to other communities.
- An energy audit for a local government building.

b. Small Business Energy Loan Program: All eligible small business applicants located in designated Three-Star communities will be offered the following incentives:
- An zero percent interest rate on loans to qualified small businesses in Three-Star communities, in lieu of the normal three percent interest charged to other communities.
- An energy audit will be made available to the applicant.

c. TEEN: Three-Star Energy Education Program- The Energy Division will make available to all Three-Star certified communities a $500 grant to conduct several energy education activities in a community school. An energy education activity list will be provided to the communities. Energy program points will be awarded for each activity/project undertaken and completed. A minimum of 10 points are required to be eligible to participate in the Three-Star Energy Star Program for Schools. Grants will be reimbursements only and requests for payment must include original receipts for purchases. The deadline for submitting an application to participate in this program is December 14, 2007.

d. Energy Star Program: Three-Star Communities will be given an opportunity to apply for a $1,500 grant after successfully completing the Three-Star Energy Education Program and accumulating 10 points. The Three-Star Energy Star Program involves the use of grant funds to purchase Energy Star labeled/approved products for a selected school within the community. Grants are reimbursements only and requests for payment must include all original receipts for purchases.

e. Biodiesel Infrastructure Program: The Department of Economic and Community Development has a grant program to help communities supply the infrastructure needed for the use of biodiesel fuel in school buses, maintenance vehicles, heavy equipment or any other vehicle that is currently powered by diesel fuel. The department will provide a 75 percent grant to Tennessee's Three-Star communities to purchase biodiesel tanks, pumps and card readers to be installed and used for the fueling of biodiesel vehicles. A total grant amount to each individual community can not exceed $12,000. The 25 percent grantee match for Three-Star communities may be cash or in-kind contributions such as land, equipment, labor, etc. These funds are not eligible for the purchase of biodiesel fuel.

f. Clean Energy Technology Grant Program: This program offers grants to Tennessee businesses that purchase and install renewable and other clean energy technologies for use in their business operations. Solar technologies such as photovoltaic (PV) and wind electric generating systems, solar thermal water heating systems, hydrogen fuel cell and solar hybrid lighting systems are eligible for assistance under the program. Existing Tennessee companies, regardless of size, can receive a 40 percent grant of the overall cost up to a maximum grant of $75,000, payable upon completion and inspection of the project.

> **STRATEGIC ACTION: Participate in and take advantage of at least one Department of Economic and Community Development Energy grant/loan programs**

5. Public Library
A public library is a vital part of a well-rounded program of community life, providing information necessary to the welfare and future advancement of a community. It offers every citizen the means of self-education and strengthens and extends appreciation of the cultural and values of life. Each community should work to have a local library that has a well-organized non-profit group of support that can establish private funds, provide volunteer hours and act as a community liaison in order to supplement the community's library needs.

 Best Practice: Provide the foundation for community learning.

> **NOTE:** Each library is assigned a service level based on the total population it serves: Level I – Under 5,000; Level II – Over 5,000; Level III – Over 10,000; Level IV – Over 25,000; and Level V – Over 50,000.

Below are the tasks to complete the public library component:

a. Policies And Procedures:
- The community has a legally established library, governed by a Board of Trustees that is appointed by the funding authority.
- The library has a mission statement and a policy manual including bylaws.
- The library board and staff prepare an annual service plan and evaluation.

b. Staffing and Budget:
- The library has a full-time library director and full-time clerk who attend a minimum of four management training programs a year.
- The library is a line item in the budget of its governing authority.

<u>c. Services to the Community:</u>
- The library is open to the public a minimum number of hours per week, including evenings and weekends, according to its level: Level I – 20 hours; Level II – 35 hours; Level III – 45 hours; Level IV – 55 hours; Level V – 60 hours.
- The library catalogs its material holdings on the statewide database and participates in the state interlibrary loan program.
- The library has sufficient public access computers with Internet access.
- The library has a Web site (which could be part of the funding body's Web site).
- The library has a collection of two items per capita of the population in its service area.

6. Web site

After the development of a creative Web site, a system to maintain the site and make continuous improvements and updates is necessary for continued Internet traffic. It is also critical to provide as much community information as possible to encourage more visitors to your site. An objective, third-party should evaluate your community Web site for information flow and its user friendliness.

 <u>Best Practice:</u> Have your web site evaluated.

<u>a. Advanced Technology:</u> The community should consider advanced technology additions including:
- An organized library of data of the community that can be downloaded (i.e., maps, census, etc.)
- Use of innovative and creative Web site technology (i.e., audio, video, virtual tour, etc.)

7. Beautification

The visual environment and physical appearance of a community are significant indications of its overall health and stability. While comparative economics will always be an important site selection factor, those communities presenting a clean, trim and green appearance have frequently won out over less attractive competing communities. Community beautification activities, including proper waste management, promote quality of life and protect the area's environmental assets.

 <u>Best Practice:</u> Show your beauty.

Promote your community's environmental assets and join Keep Tennessee Beautiful(KTNB). KTNB is a statewide education and networking program dedicated to empowering local people to take responsibility for enhancing their community environment. In working on a beautification and litter program, communities can cultivate means to enhance and increase the beauty and quality of life in Tennessee. For more information on the Keep Tennessee Beautiful program log onto www.ktnb.org.

a. Develop and Maintain a Beautification Committee: This committee will coordinate improvements of the community's appearance and address volunteer recruitment, project selection, community group coordination, and coordination with city, county or other public resources dedicated to beautification.

The following groups should be represented on the committee:
- City and county government
- Existing beautification organizations
- Local sanitation code/ordinance enforcement
- Community organizations
- Gardening clubs
- Department of Public Works
- Business and industry
- Tennessee Department of Environment & Conservation
- Keep Tennessee Beautiful
- Tennessee Department of Transportation
- City Forester or equivalent

This list is not exhaustive. Depending on the resources available in the community, many other organizations and individuals can be asked to participate.

The committee tasks should include the following:

b. Develop an Action Plan: The committee should develop an action plan for the beautification of the community, including entrances to the community, downtown, residential neighborhoods and commercial and industrial areas. Solid waste management practices including plans for resource recovery and recycling should be created and/or reviewed.

c. Complete Two Beautification Projects: Two beautification or urban forestry projects must be completed each year. The two projects must be community-wide projects that will contribute to the enhancement of visual and scenic values and cannot be solely litter pickup.

d. Form a Litter/Recycling Program: The following community programs must be in place:
   a. Roadside Litter Pickup project
   b. Recycling Plan (must include program area)
   c. Litter Education Targets: must address three of the five listed below
      - Students
      - Public
      - Media
      - Government
      - Businesses

NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

8. Arts and Culture:
The Tennessee Arts Commission will assist Tennessee's Three-Star communities in evaluating
and developing community arts infrastructure. If applying for arts-related credit, applicants must
contact Leigh Patton, the Commission's Director of Community Arts Development, at (615) 532-
9796. A letter of recommendation from the Commission is required for all credits in this cate-
gory.

Best Practice: Integrate the arts and culture into your community's economic and
community development plans.

Three-Star applicants who wish to receive credit for arts and culture in their community must
complete the following steps:
1. Review the entire arts and culture section below to become familiar with requirements
   and evaluation.
2. Contact Commission staff to discuss the arts and culture components as they relate to
   applicant's community no later than 60 days prior to the community's Three-Star re-
   view meeting.

3. Collect supporting materials from local arts agencies and organizations for each item for which they wish to receive credit.
4. Write a letter to the Commission requesting recommendation for applicable credit and include supporting material for evaluation. This packet must be received by the Tennessee Arts Commission staff no later than 30 days prior to the community's Three Star review meeting.

The Commission staff will review each request and provide a letter recommending appropriate Three-Star credit.

a. Detailed Arts and Culture Goals in the Five-Year Asset-based Strategic Economic Development Plan: A community qualifies for this component when it includes detailed information about arts and culture in its approved strategic plan demonstrating a commitment to the arts and culture in the community's growth. This exhibits an understanding that the arts and culture can play a significant role in residential and business recruiting, tourism growth, education improvement and overall quality of life. (For more information about how the arts and culture contribute to a healthy economy, contact the Commission.) A copy of the current strategic plan, showing detailed goals and strategies utilizing the arts and culture, must be submitted to the Commission for consideration.

b. Tennessee Arts Commission Funding: At least one chartered, nonprofit organization or government agency within the community that has received funding from one of the Commission's general grant categories in the current or two previous fiscal years can qualify the community for Three-Star credit in this category. This shows at least one organization within the community is taking advantage of public arts funding available through the Tennessee General Assembly and that nonprofit infrastructure, essential for a community's cultural life, is being developed. (More information about Commission funding opportunities is available at its Web site, www.arts.state.tn.us.) The Commission staff will discuss current grantees with each applicant and provide confirmation that the community qualifies for credit in the recommendation letter. (No supporting materials are required.)

c. Local Government Financial Support for the Arts: Credit will be given for designated local government funding for arts activity documented by specific line items in the government appropriations budget or within the budget of a local government entity. Applicant must provide a copy of the budget or resolution showing government fiscal support for arts activities in the community.

d. Arts Education Activities: At least one chartered, nonprofit organization or government agency within the community that has received funding from one of the Commission's Arts Education grant categories in the current or two previous fiscal years can qualify the community for Three-Star credit in this category.   The Commission staff will discuss current grantees with each applicant and provide confirmation that the community qualifies for credit in the recommendation letter. (No supporting materials are required.)

e. News Media Support: Three-Star credit will be given to communities whose local newspaper(s) or other media outlets promote and/or cover community arts and cultural topics or events in on a regular basis (such as a weekly or monthly arts column or arts events calendar). Examples of arts-related calendars or columns printed in local newspaper during the previous 12 months must be presented to the Commission to receive this credit.

f. Existing Arts Council: Communities that have an existing arts council may receive credit if the arts council is considered "active and productive" by the Commission. Determining factors may include listing in the Commission's Local Arts Agency roster, diverse and representative board membership, regular programming, active participation in the Commission's funding programs, frequently updated Web site, and other activities as identified by the Commission.
The Commission staff will determine whether an existing arts council meets the criteria for this component. It is the applicant's responsibility to compile and submit the supporting documents listed below.
- A list of current board members
- Examples of current programming
- Calendar of events
- Examples of marketing materials
- Selected newspaper clippings
- Active Web site address (if any)

> **STRATEGIC ACTION: Developing a New Arts Council**
> Before deciding to pursue this credit, all applicants MUST consult with the Tennessee Arts Commission's Director of Community Arts Development. The Community Arts Development program is dedicated to assisting emerging, community-based arts groups to provide leadership that stimulates and advances the arts in Tennessee communities.

A well-established and effective community arts council has the following characteristics:
- A thoughtful strategic plan with community input
- A specific mission statement, goals and strategies
- A moderately-sized board reflective of the community's population that is engaged with all aspects of the community in terms of finance, politics, race, culture, religion, business, etc.
- An open-door policy that embraces all art disciplines, including, but not limited to, the art created by community residents

Please note that not all communities need an arts council. The process of developing a well-organized and healthy arts council will require a minimum of one year of planning. The Commission will provide guidance to help each community identify its individual needs and assets. While the Commission staff will assist the applicant with the development of its arts council as much as possible, the responsibility lies with the Three-Star applicant to request guidance and to keep the Commission updated on its progress. Contact the Director of Community Arts Development at (615) 532-9796.

9. Heritage and Historic Preservation:
Communities that recognize their heritage and historic resources as economic assets are setting themselves apart from others. The best way to acknowledge and educate locals and visitors regarding these resources is to establish an effective way finding signage program.

Best Practice: Preserve your community's historic resources.

Each community should recognize the following historic resources:

a. Public/private heritage or cultural history based facility: Museum, gallery or theater.

b. Commercial or residential properties listed on the National Register of Historic Places: For additional information on the National Register program, contact the Tennessee Historical Commission at (615) 532-1550 and visit their Web site at
www.tennessee.gov/environment/hist/federal/nrhist1.shtml

c. Local-based heritage walking tour/driving tour: Highlighting the community's unique heritage.

d. Trees listed on the Tennessee Urban Forestry Council/Division of Forestry Landmark and Historic Trees Register: The Tennessee Landmark and Historic Tree Register will recognize noteworthy trees or groves of tree and acknowledge the significance they have had to communities, the state and the nation. Identifying and publicly noting significant trees and maintaining the register listings with accurate historical and current data should result in appropriate maintenance. In addition, adequate consideration will be given to registered trees as urban assets of particular vulnerability in changing urban areas. For more information please visit
www.tufc.com/index

- Benchmark Descriptions
- Targeted and Strategic Actions

LEADERSHIP DEVELOPMENT
INCENTIVE BENCHMARKS

Benchmark I

1. Elected Leadership Development:

a. The current elected county mayor and the current elected city mayors (each city population 500 and over) must attend at least one training/education session per year. The Three-Star program provides grant monies for economic development education. Contact your Regional Economic Development Specialist for more grant information.
The following are approved educational opportunities:

- Governor's Conference on Economic and Community Development
- Tennessee Municipal League Conference
- Any Municipal Technical Advisory Services (MTAS) training session/seminar
- Any County Technical Advisory Services (CTAS) training session/seminar
- Any Tennessee Valley Authority training session/seminar
- Other sessions may be submitted to ECD for approval

Benchmark II

1. Youth Leadership Development:

a. Each program must annually complete a minimum of 40 hours in youth leadership training and one community project. The program must include (but is not limited to) the following topics:
- Local government and state government
- Business and industry
- Tourism
- Agriculture
- Education
- Health care
- Life skills training (financial preparedness, job readiness, etc.)

2. Elected Officials Academy:

The University of Tennessee's Municipal Technical Advisory Service (MTAS) offers an Elected Officials Academy for both existing and newly-elected municipal officials. A governing body knowledgeable in all aspects of municipal government is critical to a comprehensive community development program. For more information, contact the MTAS at (865) 974-0411 or visit their Web site at **www.mtas.tennessee.edu.**
The Three-Star program provides grant monies for economic development education. Contact your Regional Economic Development Specialist
for more grant information.

a. At least one member of each municipal legislative body (population over 500) must complete Level 1 or Level 2 of MTAS Elected Officials Academy.

Benchmark III

1. Designated Paid Leadership Training Staff:

Leadership development involves identifying youth and adult leaders that communities can train to serve effectively and are prepared to make policy decisions in the future.

a. There must be designated, paid leadership staff in place to facilitate the community leadership programs.

III. Leadership Development

Leadership development involves identifying youth and adult leaders that communities can train to serve more and to make future policy decisions. It has two key areas of focus: establishing a youth leadership program and encouraging community education.

Best Practice: Hire a designated leadership training staff member.

It is important that a community's leadership programs have a designate paid staff person (full or part time) that can facilitate training sessions.

1. Youth Leadership Program

a. Each program must complete a minimum of 40 hours in a local leadership training and completion of one community project. The program must include (but are not limited to) the following topics:
- Local government and state government
- Business and industry
- Tourism
- Agriculture
- Education
- Healthcare
- Life skills training (financial preparedness, job readiness, etc.)

> **STRATEGIC ACTION: Accredited Youth Leadership program in schools**
> Leadership training curriculum made available to youth in an academic setting (their local school) gives youth the opportunity to realize their potential as leaders and how much they can impact the community.

For the Three-Star program, the accredited leadership program must be approved by the school board and included in the curriculum. Students are led through a leadership training curriculum that has been approved by the local board of education and provides students with high school graduation credit. This youth leadership program must minimally contain the program components that are required in the adult leadership programs.

2. Community Leadership Education

Whether your community is urban or rural, there are several opportunities for communities to provide leadership training and programs to its community leaders.

a. Tennessee Association of Community Leadership Annual Membership: Tennessee Association of Community Leadership (TACL) is an organization developed to enhance existing and create new Community Leadership programs. By networking with other leadership organizations across the state, a leadership program can maintain best practices methods and stay current on leadership training and program trends. For more information, visit http://www.leadershiptennessee.com

b. Alumni Leadership Association/Program: Each participant must complete a minimum of 4 hours of leadership training/community service or project. Participation in a regional leadership program is acceptable if the participant has completed the local leadership program.

c. Regional Leadership Member: There is an alumni member of the local leadership program that has been chosen as a current class member of a regional leadership program.

f. MTAS or CTAS Training Workshops: Three-Star credit will be awarded to those communities whose elected officials or chief appointed officials take one or more seminars or workshops provided by the University of Tennessee's Municipal Technical Advisory Service (MTAS) or County Technical Assistance Service (CTAS) in cooperation with ECD. These offerings are provided at various locations each month and will include education on issues that are critical to the quality development of a community and the economic growth of a community. For more information visit www.mtas.utk.edu or www.ctas.utk.edu. Below are details about elected leadership education with MTAS or CTAS.

STRATEGIC ACTION: Elected Officials Academy
The University of Tennessee's Municipal Technical Advisory Service (MTAS) offers an Elected Officials Academy for both existing and newly elected municipal officials. This academy consists of over 20 hours of training that is divided into two distinct groupings or levels, with the first level consisting of 10 hours of training and the second level consisting of 16 hours. A governing body knowledgeable in all aspects of municipal government is critical to a comprehensive community development program. For more information, contact the MTAS at (865) 974-0411 or visit their Web site at www.mtas.tennessee.edu.

• Credit will be awarded for those programs in which 60 percent of the governing body of each municipality above 499 in population has completed either level 1 or level 2 of MTAS Elected Officials Academy.

STRATEGIC ACTION: County Officials Certificate Training program
The County Officials Certificate Training Program (COCTP) is a nationally recognized training program for Tennessee county office holders and their staff. The COCTP is designed to provide specialized office-specific, technical, administrative and managerial training to all county government employees. The main objective of the COCTP is to help county officials run their office more effectively as well as provide a more comprehensive knowledge of the inner workings and functions of county government.

In 1989, The Tennessee General Assembly officially recognized the COCTP and provided that county officeholders and employees who complete the program would be designated by The University of Tennessee as Certified Public Administrators. This legislation is codified in Tennessee Code Annotated, Section 5-1-301 et.seq. Furthermore, Public Chapter 941, Acts of 1998 authorizes an incentive pay to full-time county officers enumerated in Tennessee Code Annotated 8-24-102, who achieve the designation of Certified Public Administrators.

(CONTINUED from page 2...) <u>County Officials Certificate Training program</u>

 For more information, contact CTAS at (615) 532.3555 or visit their web site at http://www.ctas.utk.edu

• Credit will be awarded for those programs in which 25 percent of the governing body of the county and the current county mayor has completed the COCTP training.

<u>STRATEGIC ACTION: Establish an annual Regional Leadership Day</u>
Establish an agenda for the day that addresses the adult program elements with guest speakers and networking opportunities for alumni attendees. This day would combine at least three county leadership programs, provide an update on regional information and contain at least one leadership skill training session. If possible, Youth Leadership alumni should be included.

- Benchmark Descriptions
- Targeted and Strategic Actions

THREE-STAR

ECONOMIC DEVELOPMENT
INCENTIVE BENCHMARKS

Benchmark I

1. Economic Development Contact and Organization:

a. Must have a designated contact for economic development activity and an organization in place to facilitate the process of economic growth.

2. Three-Star Planning Session:

a. The designated economic development contact must attend the annual **Three-Star Planning Session**.

3. Tennessee Prospector.com:

a. Tennessee Prospector, the premier state of Tennessee Internet GIS application that offers businesses immediate access to information, can assist with expansion and relocation decisions. Tennessee Prospector is an interactive Internet mapping program that provides enhanced economic development and site selection services to the business community. Communities must provide and maintain timely and accurate updated information to ***www.tennesseeprospector.com***

Benchmark II

1. Economic Development Activities:

a. Must have an established committee and program of work for at least one of the following development areas:
- Small Business Development
- Retail Development
- Tourism Development (local)
- Downtown Development

Benchmark III

1. Full-time Economic Development Staff:

a. Must have a full-time economic development staff person responsible for economic development activities.

2. Economic Development Marketing Plan and Budget:

a. Must have an economic development strategy/plan and adequate funding in place to carry out the plan.

IV. Economic Development

Successful community development practices lead to economic development growth. To secure a thriving economy, the Three-Star program has nine key areas of focus, including:

1. Existing Industry
2. Business Development
3. Downtown Economic Development
4. Entrepreneurship
5. Tourism
6. Retiree Recruitment
7. Retail Services
8. Agritourism

1. Existing Industry

Industries that currently support the community deserve special attention from community leaders who are aware of the industry's products, current work force and leadership. Maintaining a relationship with existing industry allows the community's leadership to anticipate and meet the needs of its industries.

 Best Practice: Partner with TVA and utilize the E-Syncronist Program

a. Industry Survey: TVA has a thorough existing industry survey called E-Syncronist, which surveys local industry in a community and provides data such as: updated general company information, changes or trends in a company's product market and awareness of problematic issues a company may be experiencing. This survey will be updated on a regular basis, usually every two years or as needed.

> **STRATEGIC ACTION: Corporate Headquarters On-Site Visit**
> Select a local industry with corporate headquarters not located in your community. Schedule a visit to the corporate headquarters to show appreciation for their plant being located in your community.

2. Business Development

With Tennessee's central U.S. location, excellent transportation structures, a high quality-of-life and progressive workers' compensation legislation, there are many reasons for companies to relocate to our state. However, individual communities must do their part to recruit industry by preparing for new opportunities and marketing individual strengths.

 Best Practices: Form a prospect team

a. Prospect Team: This community team should be a small, well-qualified and knowledgeable group interested in their community's economic growth. This team should research prospects, provide community tours, maintain confidentiality and provide comprehensive follow-up to prospect visits. ECD Regional Directors and Regional Job Specialists are available to assist the community prospect team as needed. The team should include members from the following professions.

- Financial Institutions
- Utilities/Engineering
- Education (secondary/post-secondary)
- Local government
- Local industry representative
- Local economic development organization(s)

Below are three tasks to assist communities with their business development initiatives.

b. Encourage Continuing Education for Economic Development Professionals: The Three-Star program will give credit to chamber staff, elected officials or economic development professionals working in the community who complete course work and receive certification/graduation in any of the following:

- U.S. Chamber of Commerce Institute
- Economic Development Institute
- International Economic Development Council

c. Maintain a Community Characteristics Database: It is absolutely essential that the community maintain a reliable and updated database that includes information relevant to the industrial development process. This information, which will be needed to respond to prospect inquiries in an accurate and timely manner, must include the following:

- Municipal Services
- Educational Resources
- Workforce Availability
- Housing
- Recreation
- Established Business and Industry (description of each)
- Utilities (cost and availability)
- Transportation (highway, rail, air, water)
- Local Tax Structure
- Financing Availability
- Local Incentives (clearly defined)

d. Establish Building/Site Database: Established industrial buildings and sites are critical in attracting new industry. The following information must be available for each established building and site:
- Information pertaining to ownership of building/site (option by local economic development organization or local government if applicable)
- Maps
- Utility Availability/Capacities
- Square Footage/Acreage
- Zoning (if applicable)
- Highway Access
- Services: Fire/Police Protection/Solid Waste
- Professional Environmental Assessment
- Community economic development representative is responsible for ensuring available buildings/sites are listed on TN Prospector and is also responsible for ensuring the accuracy of the information.

> **STRATEGIC ACTION: Form a Regional Partnership**
> Regional decision-making helps area's examine regional governance, infrastructure and related growth issues. The Three-Star program recognizes regional partnerships that consist of a minimum of three counties. Regional Industrial Development Authorities (RIDAs), Development Districts and other organizations cannot be a substitute. The partnership must be a new organization spearheaded by county leadership to form a regional effort. The partnership must be focused on joining forces and combining strengths for the promotion of recruitment and expansion activity to the region.

a. Partnership must comprise a minimum core team of the following from each of the participating counties:
- County Mayor
- Local Economic Development Official
- ECD, TVA, RIDA regional reps can offer assistance if desired and available but are not required to be a member of the core team.

b. Partnership must create a strategic plan containing a minimum of the following:
- Core team identification with contact info
- Partnership area demographics including population, labor availability, schools info, tax info, area industry list, etc.
- Available land and buildings with supporting data
- Area strengths and weaknesses
- Regional marketing materials
- Yearly review and update of strategic plan
- Partnership must meet on a quarterly basis
- Partnership activities must be funded by the participating counties

3. Downtown Economic Development
With the development of suburbs and shopping malls after World War II, downtown business districts faltered. However, with a comprehensive plan, a commitment to development and interested citizens, downtown districts can regain their prominence in the life and personality of the community.

<u>Best Practice:</u> Create and Maintain a Downtown Development Committee.

By completing these five options, a community will be on their way to becoming a certified Main Street Program. However, communities may also choose only those components that will benefit them the most and establish a downtown development organization. These five components are the beginning steps to becoming qualified as a Tennessee Main Street community. To become a certified community you must meet the Ten Standards for Accreditation. These standards are available from your Regional Economic Development Specialist.

<u>a. Downtown Public/Private Partnership:</u> This partnership must have broad-based community support for the commercial district revitalization process and strong support from both public and private sectors.

At its best, a local Main Street/downtown development program represents and involves a coalition of organizations, agencies, businesses and individuals throughout the community, not just those that own property or businesses in the district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall economic health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other.

Documentation of the program should include:
- List of current board/committee members including name, phone numbers, business, title or affiliation
- List of existing partnerships that benefit the downtown district and what those benefits are
- Any documents which demonstrate broad-based support from the community (news articles, events, etc.)
- Any documents which demonstrate support from the municipal government

<u>b. Vision and Mission Statement/Work Plan:</u> Develop vision and mission statements relevant to the community's conditions and/or include downtown development as part of the community economic development strategic plan.

A mission statement communicates the organization's sense of purpose, overall direction and the organization's long-term hopes and intentions for the commercial district. The board and program volunteers should develop both and gather community input from the drafts. Attach a copy of the mission statement, when it was last reviewed (if applicable) and a copy of the vision statement.

c. Active Board of Directors: Revitalization is an ongoing process of changing a community's attitude about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The board of directors must be in the process of establishing by-laws, incorporation papers and preparing to file for 501(c)3 tax-exempt status.

NOTE: Attach description of board member's roles and responsibilities; attach minutes from regularly scheduled meetings; attach agendas from board meetings.

d. Tracking statistics: Reinvestment and job and business creation statistics provide a tangible measurement of the local program's progress and are crucial to garnering financial and programmatic support for the revitalization effort. Statistics should be collected on a regular and ongoing basis.

NOTE: The Tennessee Main Street/Downtown Economic Development Reinvestment report form is available from your Regional Economic Development Specialist.

e. National Trust's National Main Street Center Network Membership: Establish a current membership in the National Trust's National Main Street Center Network membership program. Participation in the National Trust's National Main Street Network connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

NOTE: Provide your organization's membership number and expiration date. For more information go to www.mainst.org and/or www.nthp.org.

> **STRATEGIC ACTION: Become a Certified Tennessee Main Street Program**
> The National Main Street Program evaluates commercial district revitalization programs on the basis of ten basic performance standards and provides national certification/recognition to those that meet these standards. The ten performance standards provide benchmarks and guidelines on how the organization should be functioning and an incentive to organizations to perform better and be more effective. Log on to ***www.mainstreet.org*** for more information or contact ECD's Main Street Program Coordinator.

4. Entrepreneurship
Small businesses play a major role in our state's economy and communities that include this sector in their economic development strategies are positioning themselves for economic growth.

Best Practices: Develop an Action Plan for Entrepreneurial Development
Communities need to cultivate entrepreneurship within the community's strategic plan. Include ways to connect industry with emerging and small businesses.

Three-Star components to encourage entrepreneurial development are:

a. Tools for Startups: Provide easy tools on "How to Start a Business"
- Host a section on the chamber of commerce and/or local government websites with applicable links
- Publish/provide copies of a small business guide at the chamber of commerce(s)

b. Provide information: Establish and maintain a small business resource area (kiosk) with relevant entrepreneurial programs and information.

c. Encourage 'Buy local': Establish a Web site that promotes local retailers and services; it may include Web site links, summary of products/services for sale and contact information.

d. Community Volunteerism for Entrepreneurship: Local residents that provide 100 hours of documented assistance (at no cost) to local small businesses and entrepreneurs within an approved organization, such as SCORE, local micro-organization, etc., will receive Three-Star credit.

e. Entrepreneurship Training:
- Elected official(s) should attend two entrepreneurship conferences in the state to network with other organizations to maintain best practice methods and stay current on entrepreneurship training and program trends.
- Include an entrepreneurship awareness component to the adult and/or youth leadership program (including, but not limited to, guest speakers, such as, Tennessee Small Business Development Center, state departments of BERO-ECD, Agriculture, local entrepreneurs, etc).

f. Small Business Survey: Conduct a small business survey to gain insight into the needs and expectations of entrepreneurs and small businesses, as well as to determine the 'gaps' of information in the community.

STRATEGIC ACTION: Establish a Dedicated Local Government Funding Source
The dedicated funding source will be for the establishment and sustained presence of a full-time small business counselor designated to providing assistance to local entrepreneurs and small businesses on issues related to the categories below. The initial funding source must be for a three-year period and include office space for the counselor as well as the following:
- Start-up Concerns
- Access to Capital
- Business plan development
- Training opportunities
- Marketing
- Procurement
- Other

NOTE: For more information please contact the Department of Economic and Community Development Business Enterprise Resource Office (BERO) at 615.741.2626 or 800.872.7201 Fax: 615.741.5829. BERO provides technical, financial and management information assistance to small, minority and women-owned businesses. BERO's main office is located in Nashville with regional offices in Memphis, Chattanooga and Knoxville.

> **STRATEGIC ACTION: Develop a Business Incubator**
>
> A business incubator exists to develop entrepreneurship through offering low cost business space, sharing services or equipment, providing legal aid, or other services needed to get new businesses off the ground. Business incubator programs can exist under programs such as TVA, as a network of organizations or as a small freestanding program within a community. The vast array of approaches for developing a business incubator should be catered to the community and the kinds of businesses they want to attract, but the opportunities for growth for the community are endless.

Three-Star's components for a business incubator program include:

a. Administrative Service: The incubator must have a full-time staff member responsible for administrative duties.

b. Business Development/Assistance: The incubator should at least offer the following services
- Consulting
- Cash flow analysis
- Marketing Plans
- Other support services as required

c. Financial Support: The incubator should have the support of the following institutions
- Local bank participation
- Small Business Administration
- Rural development lending programs

5. Tourism

Attracting tourists to a community and the surrounding region can contribute substantial amounts of capital into area businesses. To capitalize on the economic benefits of tourism, the community must have an effective tourist development program that promotes local attractions and identifies opportunities for development. For more information about successful tourist development practices, call the state Department of Tourist Development to speak with the regional marketing and public relations manager at (615) 741-9049.

Best Practice: Establish a Tourism Committee

a. Tourism Committee: A community's tourism committee should be a Destination Marketing Organization (DMO) that seeks out and fosters partnerships to promote and expand the economic impact of tourism in the area. The DMO must meet at least quarterly and provide minutes for each meeting. The governing body should consist of:
- One member of the County Commission appointed by the County Mayor and/or one Member of the City Council appointed by the City Mayor
- Chamber of commerce/economic development organization
- Restaurants
- Retail
- Local government
- Local Main Street coordinator
- Lodging Industry

- State Park Representative (if there is one in the county)
- Local Parks and Recreation Department
- Local Attraction

Ex-officio positions include:
- Arts Council
- Local Heritage Tourism attractions (museums, etc.)
- Beautification Board
- Planning Agency

NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

There are five tasks for the tourism committee or DMO:

b. Train Tourism Professionals: Encourage tourism professionals working in the community to complete course work and receive certification in any of the following:
- Board Certified Tennessee Tourism Professional (CTTP)
- Southeast Tourism Society Marketing College

c. Create Asset Inventory: Create an inventory of tourism assets to include but not limited to:
- Venue
- Attraction
- Festival
- Fair
- Events
- Hotel
- Natural Resource

d. Develop a Marketing Plan: The DMO must develop a marketing plan within two years of initiation of the program and begin implementation of marketing activities during the third year of the program. The plan must include a mechanism to track the effectiveness of each marketing activity. In order to track trends and maintain data, the DMO must keep records of the quantities of local tourism publications that are mailed in response to inquiries and distributed at bulk locations, such as Welcome Centers. The DMO must establish a system for handling inquiries, which includes information about the inquirers, including name, address, telephone number, e-mail address and how they found out about the community.

e. Contribute to the TN Tourism News Bureau: The Tourism News Bureau helps communities publicize events and attractions in newspapers, magazines, on television, etc., with no charge to the community. There must be a minimum of five submittals per year on the Tennessee Travel News Web site, *http://www.tenntravelnews.com.*

f. Host a Community Festival: Establish a community event that celebrates the cultural, natural, and historical resources, or the folk arts/traditional arts of the community or region. This event must represent a broad base of community support, involving civic, educational and other volunteer-based organizations. There should be one event per Three-Star program year.

> **STRATEGIC ACTION: Institute a Dedicated Funding Source**
>
> With the natural landscape of Tennessee, the pleasing climate, the diversity of activities available and the unique cultural and historical attractions, tourism can flourish in the state. A dedicated funding source such as a lodging tax will improve the tourist industry in a community by continuously setting aside funds for new ventures, improvements to historical structures, staffing and advertising, among other services.
>
> A local legislative resolution must be in place identifying the designated funding source (hotel, motel, property tax, etc.), the percentage and the allocation method. The documentation for this component must include a budget from the organization that indicates the tax revenue generated and how the funds are to be spent on tourism.

6. Retiree Recruitment

With 12.4 percent of our nation's population 65 years or older and with that percentage expected to rise drastically in the coming years, attracting and relocating retirees provides an opportunity for a community to both strengthen and diversify its economy. To successfully attract retirees, communities must be aware of their interests and concerns and develop and implement strategies accordingly.

Best Practice: Diversify your economy and recruit retirees

a. Retiree Relocation Committee: It should have representation from the following segments of the community:

- Local government
- Chamber of commerce/economic development organization
- Tourism/visitors bureau
- Bankers/financial advisors
- Health care officials
- Realtors
- Elected officials
- Retail
- Retirees

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

> *NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.*

The tasks of the committee include:

b. <u>Community Assessment:</u> Retirees who are considering relocating have certain expectations in mind and are very interested in a number of issues that affect the quality-of-life in any community. Factors that retirees consider important and should be included in the assessment:
- Health care
- Educational opportunities
- Public safety
- Shopping/restaurants
- Recreation
- Cultural attractions
- Volunteer opportunities
- Transportation
- Housing

These are some of the things that a retiree prospect will consider when weighing relocation options. It will be important for the committee to honestly evaluate the community to identify not only attractive features that can be successfully marketed, but also areas of concern that will require improvement. Every year the assessment will need to be reviewed and updated. Three-Star program specialists will be able to provide assistance, resources and an assessment tool for this component.

c. <u>Marketing:</u> The retiree market is large and will grow tremendously in the years to come. Because the market is quite diverse, the community must consider the type of retirees it hopes to attract and develop a plan to market to this audience. To answer these questions, the retiree attraction committee will be required to develop a written marketing plan that includes all of the following:
- Mission statement
- Goals and the strategies the committee will employ to attain goals
- Target market
- Community information package tailored to retiree interests
- Toll-free number for prospect inquiries
- Funding plan
- Retiree prospect package

d. <u>Web Presence:</u> Communities must have a page within the local city/county/chamber Web site that explains why their community is a great place to retire, including but not limited to: testimonials, retiree amenities and services, and where/who to contact for further information.

7. Retail Services
The improvement of retail and commercial services leads to revenue for the community that circulates back through the economy and into schools and other services. However, these improvements require knowledge of what the area offers, what the current businesses can provide and what the consumers' desire from the retail sector.

Best Practices: Conduct retail services research

a. Retail Development Committee: To evaluate the retails services market in your community, Three-Star recommends forming a commercial- retail development committee. This committee will promote the development of retail trade and commercial interests in the community. The following groups should be represented on the committee:
- Merchants
- Chambers of commerce
- Financial institutions
- Local government
- Local planning commissions
- Schools
- Realtors
- Civic clubs

A community that is participating in the Tennessee Main Street Program may have a committee in place and working on these issues. In that case, documentation of that committee's work can be submitted to the Regional Economic Development Specialists for review and may count toward certification in this section.

NOTE: A progress report of the committee shall be presented to the local legislative body as part of the Three-Star Annual Report. The report format will be provided by the Regional Economic Development Specialist.

The committee should complete the following tasks:

b. Conduct a Business Inventory: It is important for the community to determine both the quantity and quality of commercial services that already exist. To do this, an inventory of all commercial businesses should be conducted. Information should be gathered on such things as owner, address, merchandise and range of goods. This inventory will help the community determine the relative strengths and weaknesses of its commercial mix and formulate ideas on how to address weak service areas.

c. Administer Customer Surveys: Another way to get valuable information about your community's retail needs is to administer a survey to local customers. These surveys can be done in person, over the phone or through the newspaper. By conducting this type of survey, a community should gain insight into shopper attitudes and expectations, shopping patterns and income information. Undertaking this type of survey will enable the committee to build consensus in the community for the commercial development effort and have information readily available for commercial developers who are interested in possibly investing in the community.

d. Develop a Recruiting Plan: If the business inventory and customer survey identify gaps in the commercial mix, the community may decide to target new business for recruitment. A recruiting plan must address the following:
- Types of businesses that are needed to strengthen the community's commercial sector
- Potential businesses to target: using the inventory, survey and market research, the committee can list the types of business that could be successfully recruited.

- Collect information on potential businesses
- Assemble and update community information
- Form a recruitment team consisting of retailers who have been successful in the community, along with people, such bankers, realtors and developers, who can provide information of interest to the prospect.
- Maintain contact with prospective businesses

e. Form a Merchants Association: An organized local merchants association should, at a minimum, meet quarterly to develop plans and strategies to promote their businesses and attract customers. The community should offer Customer Service Training to help employees improve their customer relations. ECD will be able to assist with the training.

f. Conduct Customer Service Training: An annual customer service training program assists employees in improving customer relations. ECD will be able to assist in providing this training and a minimum attendance of 15 is required for this credit. Contact your Regional Economic Development Specialist for more information.

8. Agriculture / Agritourism
Agritourism is defined as "an activity, enterprise or business which combines primary elements and characteristics of Tennessee agriculture and tourism and provides an experience for visitors which stimulates economic activity and impacts both farm and community income." Although farming employs only about 2 percent of the population in Tennessee, it occupies about 50 percent of Tennessee's land and employs about 15 percent of the population. The impact of this industry reaches all citizens, and local governments must build awareness about the economic impact of agriculture, encouraging citizens to purchase local products and show appreciation for local agriculture workers.

The Three-Star program encourages local chambers to create an agricultural sub committee to represent agricultural interests, build awareness of the economic impact of the industry on the local economy and develop actions to support the industry's sustainability.

 Best Practices: Host an Agriculture Recognition Day

Each area should recognize the agriculture industry by hosting an agriculture recognition day. Invitations should be sent to local farmers, agricultural businesses and to key local economic and community development leadership. The community may want to declare a "Visit a Farm Day," and get sponsorships from agricultural supply stores and the local Farm Bureau. This will help to recognize the economic impact of agriculture to a community.

Other agriculture related components to pursue include:

a. Encourage Youth Agricultural Education: Have local schools form a Senior 4-H club or local Future Farmers of America (FFA) chapter.

b. Recognize New Century Farms: New Century farms are family farmers who have kept continuously-owned family land in agricultural production for the last 100 years within their community. The state Department of Agriculture will verify the farms. Groups will also be responsible for signage and publicity of this momentous distinction. For additional information on the Century Farm Program, contact the Center for Historic Preservation at Middle Tennessee State University at (615) 898-2947 or visit the CHP web site at *www.mtsu.edu//~histpres* and select "Tennessee Century Farms Program."

c. Organize a Farmers Market: Prove a visible location for local farmers to sell produce. The community should advertise in local media to ensure the public is aware of the market.

d. Host a County Agricultural Fair: Establish or maintain a countywide fair that features community pride/involvement and the agriculture of the area. There should be one fair each Three-Star program year.

e. Become a Tennessee Certified Arboretum: The Tennessee Department of Agriculture, Division of Forestry and the Tennessee Urban Forestry Council in cooperation with the Tennessee Federation of Garden Clubs is certifying arboreta throughout the state of Tennessee. In Tennessee an arboretum is defined as an area where there is a significant amount of woody vegetation in tree form that is cultivated for educational, scientific and/or aesthetic purposes. The size and location of an arboretum can vary from a small neighborhood school with 30 different species of labeled trees to a large research park with over 120 tree species labeled and staffed with full-time employees and volunteers. To be certified as an arboretum in Tennessee, strict standards must be met. For more information, visit *http://www.tennessee.gov/agriculture/forestry/arboreta.*

f. Compile an Agritourism Inventory: Compile a comprehensive list of Agritourism venues and forward information to the Tennessee Department of Agriculture.

g. Create an Agritourism Marketing Plan: Develop a marketing plan to promote and develop Agritourism in your community.

h. Construct Venue Signage: Construct signage to capture the attention of visitors to agritourism venues in your community.

- Benchmark Descriptions
- Targeted and Strategic Actions

THREE-STAR

EDUCATION AND WORKFORCE DEVELOPMENT
INCENTIVE BENCHMARKS

Benchmark I

1. Compile List of Skills for Jobs of the Future:

a. A community should provide a listing of the high-skill and high-growth jobs available in their area and the jobs being targeted as part of a work force and economic development strategy. All communities are part of a larger region and, therefore, should be able to show how partnerships and linkages are being developed and cultivated that will develop regional economies. For more information, visit *http://thesource.tnui.net/default.asp* or contact your Employer Services Specialists:
http://www.state.tn.us/labor-wfd/weoc_mission.html

Benchmark II

1. County's School System Average Meets One of the following:

a. Meet the state average graduation rate.
b. Meet the state average ACT composite score.
   http://www.k-12.state.tn.us

Benchmark III

1. Must Meet Two of the Following: (County average)

a. Meet the state average graduation rate.
b. Meet the state average ACT composite score.
c. Achieve specified percent increase in graduation rate compared to prior year.
   http://www.k-12.state.tn.us

V. Education and Work Force Development

High-quality education is one of the most important quality-of-life and work force indicators for a community to address, not only for the general well being of the citizens, but also for the community's economic growth. Making sure students and teachers have the appropriate support will help to ensure the quality of our educational institutions and the educational services they provide.

1. Education
The following initiatives are education components the Three-Star program recommends.

a. Accreditation: Approved Tennessee School Improvement Plan (TSIP)/Southern Association of Colleges and Schools Accreditation (SACS).

b. Highly Qualified Staff: All teacher work force meet state licensure requirements and demonstrate "Highly Qualified Staff" requirements.

c. Graduation Rate: Must meet or exceed the graduation rate goal established by the State Board of Education (SBE).

d. Other Objectives: must complete at least three of the following:
- Schools meet or exceed attendance rates established by the SBE.
- Public/Private Partnerships - through partnerships such as Adopt-a-School and Partners-in-Education, the community can furnish the schools a pool of volunteers to help with special projects and serve as guest speakers.
- Offer International Baccalaureate Program curriculum.
- Offer Advanced Placement curriculum.
- Offer Dual Enrollment credit.
- Offer K-12 online learning opportunity.

e. Voluntary Pre-K for Tennessee Initiative: Your community received a Voluntary Pre-K Grant from the state of Tennessee. Both the House and the Senate passed the legislation for the Voluntary Pre-K for Tennessee Act of 2005 in May of 2005. This law provides for the use of $25 million in excess lottery dollars to establish quality pre-kindergarten classrooms through a competitive grant process. For more information about the program, visit the Governor's Pre-K Web page at ***http://www.tennessee.gov/governor/prek/***.

f. Create an Adult High School: A Tennessee Adult High School program helps individuals earn a high school diploma at their own pace in a location and at a time convenient for them. Students may attend classes on a flexible schedule while holding a job or attending to family responsibilities, and graduate when they have met the requirements. Students entering the program take a placement test to determine their current abilities in the areas of reading, mathematics and language. In addition to earning the required Carnegie units, students must pass the Tennessee Proficiency Test to obtain a diploma. Students proceed at their own pace using assigned books and other materials as well as computer assisted instruction. For more information on Adult High Schools in Tennessee, graduation requirements, how to initiate an Adult High School or a list of Adult High Schools in Tennessee, call 615-532-6300.

g. Participate in a Regional P-16 Council: P-16 is the shorthand term for a student-focused, comprehensive and integrated system that links all education levels from preschool (P) through the senior year of college (16). It is a powerful framework for policymakers to use to improve teaching and learning and thus better prepare students for living, learning and working in a changing world. To complete this section, the community must have:

- Membership in a Regional P-16 Council.
- Participate and regularly attend Regional P-16 Council meetings.
- Implement ideas/programs as a result of participation in a Regional P-16 Council Program. Community must provide a reference to original best practice from meeting. Reference may include a power point presentation given at a Regional P-16 Council meeting.
- Local co-chairs identified as the leadership of Local P-16 Council: Co-chairs represent K-12 education, higher education, and local business community. Business co-chair may be Chamber of Commerce leadership.
- Initial informational meeting to organize community P-16 Council. The community should submit agenda, minutes and attendance. For more information, please contact Jill Eatherly, director of Local P-16 coordination at jill.eatherly@tbr.edu or call Tennessee Board of Regents at (615) 366-4410 or visit the Web site at ***www.tbr.state.tn.us/academic_affairs/p16/p16.htm***

STRATEGIC ACTION: Form a Local P-16 Council
The purpose of the Local P-16 Council is to align the education and economic development initiatives within a community into a cohesive organizational system. This council should include leaders from all agencies, institutions, businesses and industries that are affected by the quality of education and the preparedness of its citizens. The council is structured to connect around a common agenda that is defined by those involved, communicate the economic and education issues that are demonstrated by economic trends, workforce readiness and college completion, and collaborate on solutions for difficult challenges facing the community to compete in the global economy.

To complete this strategic action, the community must have:

- Local Council recognized by Tennessee P-16 Network
- Petition for recognition and certificate or letter of recognition from Tennessee Board of Regents
- Regular meetings held to develop strategic plan and implement
- Meeting schedule and agenda items
- Strategic plan in place for Local Council with at least two attainable goals
- Action plan outlined for each of the Council Goals - Action plan (follow TBR Action Team Template) should have measurable goals with timeline and outcome measures.

STRATEGIC ACTION: System-wide three year average ACT composite of 20:
Your county/system-wide 3 year average ACT composite score is currently at or above a score of 20. For information *www.k-12.state.tn.us/rptcrd06/index.asp* and click on Part II of your system's Report Card. Also, for more information regarding work force development, the WorkKeys program and your community's ACT scores visit *www.act.org*

STRATEGTIC ACTION: Create an Education Foundation:
The purpose of an Education Foundation is to promote academic projects, which advance the quality of education for the students of local schools:
- Create an endowment to which private citizens and businesses may make monetary or in-kind contributions.
- Establish an organization, which manages funds, accepts applications and dispenses grants to fund high-quality educational projects that are not already provided for in the established school curricula and budget.

Foundation guidelines Include:
- Board of Trustees for foundation should include a capable, hard-working group of volunteers that include individuals or representatives of businesses that are potential large donors. A local CPA should also be on the Board of Trustees.
- Should have employer identification (EIN) from IRS.
- Should have well-articulated goals and an action plan for their implementation.
- Should have publicity that informs contributors and community of needs and successes and also recognition of grant recipients and contributors.
- The Foundation must distribute grants at least once per year.
- The Board shall annually submit to their Economic Development Specialist an account of funds and projects.
- At the end of the fiscal year, any allocated grant money remaining in the foundation account will be available for use on future grants.
- A minimum of $0.10 per capita per year must be raised by the Foundation.

STRATEGIC ACTION: Participate in Imagination Library-Governor's Books from Birth Foundation:
The goal of the Imagination Library is to increase the number of books in the home of every pre-school child in the state; thereby, increasing the number of opportunities for someone to read to the child. This has been shown to increase children's love for reading as well as their literacy rates later in life.

Dolly Parton's Imagination Library initiative will be the anchor of the program. Every month from birth to their fifth birthday, a specially selected hardback book will be mailed to every pre-school child registered. The state of Tennessee will provide seed money for the project but will require local partners to help finance the book and mailing costs.

(CONTINUED From page 3...)
STRATEGIC ACTION: Participate in Imagination Library-Governor's Books from Birth Foundation:
For more information, please contact Lady Jackson, president, Governor's Foundation, lady.jackson@state.tn.us, (615) 253-3600; or Claiborne Gayden, vice president, Governor's Foundation, claiborne.gayden@state.tn.us, (615) 253-6036.

NOTE: Monies donated to the Education Foundation may be used to fund the Local Match Imagination Library.

STRATEGIC ACTION: Join the Tennessee Scholars Program:
The Tennessee Scholars Initiative is a simple, low-cost, high-impact strategy to motivate students to complete high school courses that prepare them for college and careers. The initiative places business people in classrooms to promote the study of math, science, language arts and social studies immediately before students select high school courses. The initiative is managed by the Tennessee Chamber of Commerce & Industry in cooperation with local chambers of commerce. For more information please contact the Tennessee Scholars Program at (615) 256-5141 or *http://www.tennesseescholars.org*

2. Workforce Development
According to recent surveys, one of the greatest concerns of employers is the lack of a capable work force. Additionally, due to the rapidly changing workplace, a community must provide a vigorous, responsive training system to support the high skill and high wage jobs that contribute to a healthy economy.

Best Practices: Establish a Workforce Development Committee

a. A Workforce Development Committee: This committee should address the needs of employers from all industry sectors and would ideally include membership from the Local Workforce Investment Board (WIA) in that area of the state. In addition, a consortium of companies may unite to address their particular training needs. It is important that this committee coordinate its work with the education committee so interrelationships between the two can be considered and addressed. The education committee and the work force development committee may be combined but must include a diverse cross-section of the community as possible. The following groups should be represented:
- Employers, representing all sectors
- Members of Local Workforce Investment Boards
- Educators – administrators, teachers, counselors
- Career Center staff
- Students/employees
- City/County government

b. Compile List of Skills for Jobs of the Future: A community should provide a listing of the high skill and high growth jobs available and those being targeted as part of a work force and economic development strategy. All communities are part of a larger region and, therefore, should be able to show how partnerships and linkages are being developed and cultivated that will develop regional economies.

c. Record List of Current Providers: Compile a list of the training providers, both public and private, at the local, regional and state levels. Obtain provider performance data from the Eligible Training Provider list provided by the Tennessee Higher Education Commission for the Department of Labor and Workforce Development at *www.ja.state.tn.us/thec/cbjt/PgSrchEng.jsp/*. In addition to worker retaining programs, include adult literacy, GED and apprenticeship programs. This list should be made available to all secondary schools and Career Centers in the community.

d. Create an Action Plan: Open and maintain a dialogue with training providers, both locally and throughout the state, so that current and future needs of the community are clear. Provide a listing of training programs that have been developed as a direct result of the high skill and high wage jobs list.

e. Increase use of Career Centers: The Career Center System is the centerpiece of all work force development activities throughout the state. To receive credit for this, the following must be available:

- Increase in number of enrollees or the number of companies that are clients of the Career Centers.
- Link from local chamber/development district Web page to local Career Center Web page.
- Inclusion of at least one Career Center representative in a county board/committee such as the industrial board or economic development council.

f. Improve Participation in Workforce Employer Outreach Committees (WEOC): These committees are set up in most counties and have quarterly meetings. They provide a direct link between the Commissioner of Labor and Workforce Development and the employers in the county.

g. Raise GED Completion and Adult Literacy Rates: There are over 1.25 million working Tennesseans who do not have a GED. This hinders the state's ability to claim we have an educated work force that can meet the demands of the jobs in the 21st Century. The Department of Labor and Workforce Development oversees and administers the Adult Education (AE) program for the state. Communities should track and maintain data on the increasing number of GEDs awarded in a community annually. In addition, data should be available regarding the grade level equivalency of the available work force and the results of the Career Readiness Certificates that are offered through the Career Centers and the Technology Centers. Communities should also have the following:

- Appropriate Location: The community must have a site conducive to the education and training of adults.
- Outreach Program: A system must be in place to reach adults who need the assistance.

h. Increase Drug Free Workplace Participation: The drug free workplace program is administered through our Workers' Compensation division and provides a discount on workers' compensation premiums and other features for participation in the program. Currently there are approximately 5,000 employers statewide participating.

i. Improve Emerging Workforce Education: Implement strategies in the K-12 school system that will improve math and science skills and overall work force preparedness. This might include a career day for local industry to set up displays and talk with high school and/or local higher education institution students and other potential employees about career opportunities with their industry.

THREE-STAR

THREE-STAR PROGRAM BENCHMARK INCENTIVES

ECD INCENTIVES	BENCHMARK I	BENCHMARK II	BENCHMARK III
THREE-STAR GRANTS:			
1) Reimbursement Grant: Must be used for Economic Development Education 2) Competitive Matching Grant: Must be used to address an economic/community development issue from Three-Star 3) Presentation Award: Must be awarded Priority Grant to be eligible	$1,500 economic development education reimbursement 3 - $10,000 awarded as competitive matching Priority Grants 1 - $10,000 Tennessee Award	$1,500 economic development education reimbursement 3 - $20,000 awarded as competitive matching Priority Grants 1 - $15,000 Commissioner's Award	$1,500 economic development education reimbursement 3 - $30,000 awarded as competitive matching Priority Grants 1 - $20,000 Governor's Award
CDBG POINTS:	*Point values below are added to the CDBG application.*		
City County	+2 +5	+2 +5	+2 +5
LOCAL MATCH: CDBG-FIDP	*Percentage point below reflect reduction in local match.*		
City County	-1% -3%	-2% -4%	-3% -6%
CDBG LOAN LIMITS:	*Counties described as distressed or specially enhanced by ECD will remain at the $750,000 loan limit.*		
City County	$550,000 $600,000	$575,000 $625,000	$600,000 $650,000
ENERGY:			
TEEN Energy Education	$500 Grant	$500 Grant	$500 Grant
Change Your Light Program	$1,500 Grant	$1,500 Grant	$1,500 Grant
Local Government Energy Loan	No interest/Free Energy Audit	No interest/Free Energy Audit	No interest/Free Energy Audit
Small Business Energy Loan	No interest/Free Energy Audit	No interest/Free Energy Audit	No interest/Free Energy Audit
Bio-Diesel Program	75% grant - up to $12,000	75% grant - up to $12,000	75% grant - up to $12,000
Clean Energy Technology Grant	40% grant for businesses up to $75,000	40% grant for businesses up to $75,000	40% grant for businesses up to $75,000

THREE-STAR PROGRAM INCENTIVES

USDA/Rural Development
Three-Star communities applying for USDA/Rural Development grants will be eligible for 'Special Consideration' (points added to their applications) from the State Director.

TN Department of Environment and Conservation
Three-Star communities that participate and are "tiered" in the Recreational Assessment Program will be eligible for bonus points on applications for recreational grants from TDEC.

TN Department of Tourist Development
Three-Star communities that reach highest benchmark level will be eligible for $1000 toward an enhanced ad in the Official Tennessee Vacation Guide.

TN Housing Development Agency
Three Star Communities that apply for THDA "Home Program" funds may receive up to 10 points under "Innovation" for housing activities they have completed. The application must include documentation of the housing activities to qualify for these points. For more information, visit **http://www.state.tn.us/thda/Programs/grants00/grants.htm** or contact Director of Community Programs at (615)741-3007.

Tennessee Center for Performance Excellence
Certified Three-Star communities may be eligible for free evaluation by an examiner team from the Tennessee Center for Performance Excellence (TNCPE). TNCPE examiners will use the *Criteria for Performance Excellence* to determine strengths and opportunities for improvement. This evaluation includes a site visit and a detailed feedback report that can be used to stimulate strategic planning and improve results. For more information about the Tennessee Center for Performance Excellence, visit **www.TNCPE.org** or call (800) 453-6474.

COMMUNITY ASSESSMENT

TVA

TVA COMMUNITY DEVELOPMENT

Adapted for use

THREE-STAR

EXCELLENCE IN COMMUNITY DEVELOPMENT

TVA Economic Development is pleased to present the Community Assessment, a tool for communities served by TVA power distributors. The Community Assessment offers a unique opportunity for communities to assess where their community is positioned in ten areas critical to business and industry growth:

1. Economic Development Organization
2. Industrial Recruitment and Retention
3. Sites and Buildings
4. Infrastructure and Planning
5. Commercial, Retail Tourism and Entrepreneurship
6. Community Support and Leadership
7. Quality of Life
8. Education
9. Workforce

The Community Assessment tool was designed after researching and reviewing a variety of other tools and documents. Our goal is to provide communities a tool that serves as an assessment of the current situation, an opportunity to more specifically establish priorities and action plans, and as a gauge of progress. The Community Assessment will show where a community is today and what direction they need to take for the future. Used with the Three-Star Program of Work - Strategic Planning, Prioritization and Action Planning - the answers provided by using this Assessment will also indicate a community's synergy for sustainable economic growth as well as, any segmented areas of opinion.

Ideally, the Community Assessment will be completed during a facilitated conversation – Three-Star Planning Workshop - led by a TVA staff or TN Economic and Community Development Three-Star staff with a small group of community leaders who can respond objectively to the 10 areas covered in the assessment.

A final report will indicate the community strengths and opportunities for improvement. All community information will remain confidential and the information viewed will be in aggregate form. Three-Star communities will be able to use this assessment as gauge of progress in addressing development issues in their community.

The assessment will also include a scorecard of economic indicators to measure the community's progress on a periodic basis using the Three-Star Dashboard if desired.

**Community Assessment
TVA Community Development**

Table of Contents

Section 1: Economic Development Organization

Economic Development Organization	
A. The community has an effective economic development entity responsible for recruitment and retention.	
1. The community does not have an active economic development entity. 2. The community has a designated economic development entity; however they meet infrequently and have no professional staff person. 3. The community has more than one economic development entity and there is confusion about their roles and responsibilities resulting in poor collaboration.	4. The community has an economic development entity with a clear structure, defined roles, a Board of Directors, and a professional staff person. 5. The community has an effective economic development entity with a logical structure, clearly defined roles and accountability, an engaged and informed Board of Directors, and a paid professional staff person.
	SCORE (1-5)**:**

Economic Development Organization	
B. The economic development organization has adequate and sustained funding.	
1. The economic development organization has no funding and a volunteer staff. 2. The economic development organization relies on funding from the government and is not confident of consistent budget support from year to year. Most of the funds go to pay staff with very little funding for marketing, retention, and other programs. 3. The economic development organization spends a significant amount of time and effort raising funds to keep the organization operating.	4. The economic development organization has a long-term, dedicated, and reliable funding source from the government and private investors which allows for planning and implementing activities. 5. The economic development organization has a dedicated funding source from government, receives funding from private investors, and utilizes a grant writer to seek additional project funding. The budget is approximately evenly split between supporting salaries of staff and operating funds to support retention and recruitment efforts.
	SCORE (1-5)**:**

Economic Development Organization	
C. The economic development organization has the ability to garner funding for large economic development projects.	
1. The economic development organization has never applied for grants or loans to assist with an economic development project. 2. The economic development organization has applied for but has never received grants or loans to assist with an economic development project. 3. The economic development organization has successfully applied for and received grants and loans to assist with economic development projects, but has difficulty in administering and reporting for the grants and loans.	4. The economic development organization has successfully applied for, received and administered grants and loans from state or federal sources to assist with large economic development projects. 5. The economic development organization has a strong track record of successfully applying for, receiving and administering grants and loans for a variety of state, federal and private banks to implement large economic development projects.
	SCORE (1-5)**:**

Section 1:   Economic Development Organization

Economic Development Organization	
D. The economic development organization has a current 3-5 year strategic economic development plan.	
1. The economic development organization does not have a strategic economic development plan. 2. The economic development organization has a plan developed by the economic developer and approved by the Board of Directors. 3. The economic development organization has a strategic plan that was developed by the economic developer and the Board of Directors.	4. The economic development organization has a strategic plan developed with broad base input from the community and key stakeholder organizations. 5. The economic development organization has a strategic plan developed with input from the community and key stakeholder organizations and the plan was adopted and is supported by the local government. The plan is reviewed and updated on at least an annual basis.
	SCORE (1-5)**:**

Economic Development Organization	
E. The community has a knowledgeable economic development professional.	
1. The community does not have an economic development staff person. 2. The community has an economic development staff person with limited knowledge and experience and does not take advantage of learning opportunities. 3. The community has an economic development person with limited economic development knowledge and experience; however they are very energetic, interested in learning, and are encouraged to expand their capabilities.	4. The community has a veteran economic development professional who relies on knowledge and experience in their daily economic development efforts. 5. The community has a highly skilled economic development professional with experience, appropriate educational background or certification and who regularly seeks opportunities for professional development to enhance skills and knowledge.
	SCORE (1-5)**:**

Economic Development Organization	
F. The community has a trained sales (prospect) team comprised of people from the public and private sectors with expertise in a variety of areas.	
1. The community does not have a designated sales team. The only person a prospect typically meets with is the economic development person and/or the top elected official. 2. The community will assemble a group of people to meet with a prospect on an as-needed basis and does not prepare or rehearse prior to meeting with the prospect. 3. The community has designated a sales team but the members only meet when a prospect comes to town and the team has never received any team building or economic development training.	4. The community has a designated sales team that is reflective of the community, has members with appropriate expertise, and has been trained. 5. The community has a designated sales team, is reflective of the community, has representatives with subject area expertise, has been trained, meets regularly, understands each others strengths and weaknesses and practices and prepares prior to a meeting with a prospect.
	SCORE (1-5)**:**

Section 1:   Economic Development Organization

Economic Development Organization	
G. The economic development organization has the technological capacity and skills to respond to project proposals and market itself.	
1. The only technology the economic development organization is using is a phone and maybe a fax machine and copy machine. 2. The economic development organization uses outdated computers and has internet access, but is hampered by limited skills of staff. 3. The economic development organization has the technology equipment basics including up-to-date computers, printers, copiers, a web presence and the basic skills to use them.	4. The economic development organization is technology literate and has most of the latest equipment and software applications, but could do more to leverage technology. 5. The economic development organization is "technology crazy". It has the latest computers with advanced capability, fully utilizes the Internet to market itself, has the technical skills to create PDF files, generate maps, edit photographs, format creative proposals, transmit and receive documents electronically, has color printers, digital camera, laptop and projector to make presentations and present a professional image of the community.
	SCORE (1-5)**:**

Economic Development Organization	
H. The economic development organization has effective relationships with economic development partners.	
1. The economic development organization cannot identify who their economic development partners are and does not know the last time the partners visited the community. 2. The economic development organization can identify who their partners are and usually sees them only at conferences and events outside the community. 3. The economic development organization knows who the partners are but only calls them when they need something from the partners and does not invest efforts to build a positive working relationship.	4. The economic development organization knows who their economic development partners are, is knowledgeable about their programs and services, and works routinely with the partners on economic development projects. 5. The economic development organization has effective relationships with economic development partners, including the State, the regional economic development organization, TVA, and the Development District. The economic development organization is knowledgeable about the programs and services of the partners. They invite the partners to the community at least annually and provide a tour and updates on what is happening in the community.
	SCORE (1-5)**:**

Section 2:   Industrial Recruitment and Retention

Industrial Recruitment and Retention	
A. The economic development organization has targeted industries that would best fit in the community and is implementing a plan for recruiting those industries.	
1. The economic development organization relies on the state, TVA and other economic development partners to recruit industries to the community. 2. The economic development organization responds to inquiries from prospective companies but does not actively recruit companies to the community. 3. The economic development organization attends trade shows with economic development partners and follows up on leads to recruit companies to the community.	4. The economic development organization has conducted research on firms in the community and region, analyzed the community's strengths and weaknesses, and identified growth industries to recruit. 5. The economic development organization has conducted research on firms in the community and region, analyzed the community's strengths and weaknesses, and, identified growth industries to recruit. They have developed a diverse marketing strategy including direct mail, corporate calls, public relations, and trade shows to recruit those companies.
	SCORE (1-5)**:**

Industrial Recruitment and Retention	
B. The local community has a consistent incentive package for recruitment and retention of industry to the area.	
1. The community has never considered offering incentives to recruit and retain industry. 2. The community has been inconsistent in offering incentives to recruit and retain industry, i.e., depending on changes in administration, etc. 3. The community offers incentives for recruitment and retention on a case-by-case basis and each case must be presented and debated by the local governing body.	4. The community has developed a local incentive package based on such factors as number of jobs created, payroll, and capital investment; however, each package has to be approved by the local governing body. 5. The community has developed a local incentive package based on such factors as number of jobs created, payroll, capital investment and has authorized the economic development organization to implement the package. The local governing body has also authorized the economic development organization to negotiate land prices within identified parameters so that the confidentiality and timelines of prospects can be maintained.
	SCORE (1-5)**:**

Section 2:   Industrial Recruitment and Retention

Industrial Recruitment and Retention	
C. The economic development organization has an active existing industry retention and expansion program.	
1. There is little awareness about the community's existing industries, unless a company calls about a problem or a layoff or closure happens. 2. The community has a list of existing industries with information about how many employees they have and what they produce. 3. The economic development organization has information on existing firms and responds when a company calls them with a problem.	4. The economic development organization periodically visits existing industries to assess their issues and needs and strives to assist, as appropriate. They may also hold an annual recognition event for existing industries. 5. The economic development organization has an active existing industry retention and expansion program with the following components; visitation program, formal survey, recognition/appreciation event, regular networking for existing industries to learn more about each other and create opportunities for doing business, assistance for expansions, and has identified suppliers of existing industries as potential recruitment targets for community. Also, plant owners/managers are actively engaged in the sales team that meets with new industrial prospects.
	SCORE (1-5)**:**

8

Section 3:   Sites and Buildings

Sites and Buildings	
A. The community has a prepared, shovel-ready industrial site available.	
1. The community does not have any industrial site(s) identified. 2. The community has identified a potential industrial site; however, it is currently under private ownership and no detailed feasibility/suitability evaluations have been made on the site. 3. The community currently owns or has options (with established terms and conditions) on potential industrial acreage; however, due diligence (environmental, geotechnical evaluations and utility availability) has not been conducted on the site.	4. The community currently owns an industrial site with completed environmental and geotechnical evaluations. However, the site lacks complete infrastructure (electric/water/sewer/gas/ telecommunications) and/or four-lane road access. An up-to-date site development plan is available or in process. The detailed plan includes appropriate right-of-way studies as well as detailed infrastructure cost and schedule estimates. The site is marketed on the state, TVA and other internet sites. 5. The community currently owns a shovel-ready industrial site where environmental and geotechnical evaluations are complete. No outstanding mitigation, easement, or right-of-way issues would interfere with immediate construction. The site has direct four-lane road access, and all infrastructure is present (electric/water/sewer/gas/ telecommunications) with excess capacities to meet potential demand. It is well-maintained and attractive. The site has outlined restrictions, covenants, and zoning. The site has a competitive and fixed price. The site is marketed on the state, TVA, and other internet sites.
	SCORE (1-5)**:**

Sites and Buildings	
B. The community has existing marketable buildings available.	
1. The community has not identified any existing marketable buildings. 2. The community or private developer currently owns a potential building; however, the building's marketability is a problem due to its age, access to four-lane, environmental concerns, ceiling heights, construction issues, etc. 3. A private developer currently owns a building which has marketable assets such as four-lane access, high ceiling heights, expansion capabilities, access to rail, etc. However, the price could be an obstacle. The building is marketed on the state, TVA, and other Internet sites.	4. The community currently owns a building which has marketable assets such as four-lane access, high ceiling heights, expansion capabilities, access to rail, etc. However, the price could be an obstacle. The building is marketed on the state, TVA, and other Internet sites. 5. The community currently owns a building which has marketable assets such as four-lane access, high ceiling heights, expansion capabilities, access to rail, etc. The community has the flexibility to create several options for the building in its incentive package. The building is marketed on the state, TVA, and other Internet sites.
	SCORE (1-5)**:**

Section 3:   Sites and Buildings

Sites and Buildings	
C. The community has a spec building program.	
1. The community has never had a spec building program. 2. The community is currently exploring the possibilities of building a spec building. 3. The community is currently constructing a spec building.	4. The community currently has a spec building on the market. 5. The community has sold at least one spec building and has developed an ongoing spec building program to keep a marketable spec building available in the community.
	SCORE (1-5)**:**

Section 4:   Infrastructure and Planning

Infrastructure and Planning	
A. The community has sufficient capacity in water, wastewater, and solid waste infrastructure to support industrial development and expansion.	
1. The community is currently having difficulty meeting the water, wastewater, and solid waste requirements of existing industries and faces possible fines or moratorium. 2. The community is currently at capacity in water and wastewater treatment and solid waste disposal and would have problems serving the requirements of new or expanding industries. 3. The community is currently at capacity in water and wastewater treatment and solid waste disposal but is conducting planning and feasibility studies for significant expansions and improvements.	4. The community is currently near capacity in water and wastewater treatment and solid waste disposal but has funding secured for significant expansions and improvements. 5. The community has enough excess capacity in water and wastewater treatment and solid waste disposal to serve the requirements of the targeted manufacturing operations and projected population growth.
	SCORE (1-5)**:**

Infrastructure and Planning	
B. The community has an up-to-date comprehensive land use plan with adequate designation of industrial land and a well-enforced zoning ordinance.	
1. The community does not have a planning commission, a land use plan, subdivision regulations, building codes, or a zoning ordinance. There is strong resistance in the community towards these mechanisms and the concept of growth management. 2. The community has building codes and a building permit process, a weak planning commission and an outdated land use plan, but does not have a zoning ordinance or subdivision regulations. There is resistance towards these mechanisms and the concept of growth management. 3. The community has building codes and permit process, a planning commission, a land use plan, and subdivision regulations, but does not have a zoning ordinance. There have been unsuccessful efforts to establish a zoning ordinance.	4. The community has building codes and permit process, a planning commission, a current land use plan, subdivision regulations, and a zoning ordinance. Planning and zoning are accepted means of promoting growth management although no attempts have been made to incorporate innovative tools and concepts that promote environmentally sustainable development. 5. The community has an active planning commission, professional staff, an up-to-date comprehensive land use plan, adequate designation of industrial acreage, and zoning that is fairly and consistently enforced. There is strong community support for innovative growth management tools and concepts that promote environmentally sustainable development.
	SCORE (1-5)**:**

Section 4:   Infrastructure and Planning

Infrastructure and Planning	
C. The community has excellent telecommunications services that can fully meet the needs of existing and prospective business and industry.	
1. There is very limited availability of broadband telecommunications services in the community and cell phone coverage is spotty. 2. Basic broadband telecommunications are in place throughout the community and cell phone coverage is adequate. 3. Basic broadband telecommunications are in place throughout the community and cell phone coverage is adequate. Efforts are underway to examine the feasibility of enhancing telecommunications services.	4. Significant improvements are underway to enhance broadband telecommunications and cell phone service. 5. A variety of state-of-the-art broadband telecommunications services are available throughout the community. Business and industry needs (voice, text, and data) are fully met. Cell phone coverage is excellent throughout the community.
	SCORE (1-5)**:**

Section 5: Community Support and Leadership

Community Support and Leadership	
A. There is broad community awareness and support for economic development activities.	
1. The community is apathetic and has little knowledge or involvement in economic development activities. There is little or unbalanced media coverage of economic development activities. Public meeting space is not available. 2. A few citizens are involved in economic development activities. There is some media coverage of economic development activities. 3. There is moderate awareness and interest in economic development activities. There is media coverage of major economic development activities. There is public meeting space available.	4. Citizens are informed and actively involved in community and economic development activities. The community has balanced media coverage of economic development activities. The community has adequate public meeting space. 5. Citizens are informed and actively involved in community and economic development activities. There are opportunities for community input on economic development planning efforts. The community has excellent media coverage of economic development activities. The community has adequate public meeting space(s) and a civic building to serve multiple purposes. A community ambassadors program is active. Retail and service employees receive customer service training and information.
	SCORE (1-5):

Community Support and Leadership	
B. Businesses and citizens actively volunteer to improve the community.	
1. There is little business or citizen involvement in the community. 2. Some businesses and citizens volunteer. It is difficult to find enough volunteers or business support for community activities. 3. There are several active civic organizations. There are some businesses and volunteers that can always be counted on to help in the community.	4. There are numerous active civic organizations. Many businesses participate in community activities and contribute financially to community efforts. There are volunteers from all sectors of the community. 5. Businesses play an active philanthropic role in the community. There are numerous civic organizations and an active community foundation. Active volunteerism is evident in the community. Businesses encourage volunteerism among their employees. The community responds well to crises.
	SCORE (1-5):

Section 5:   Community Support and Leadership

Community Support and Leadership	
C. Public and private sectors work together well to solve community problems.	
1. Public and private sectors work independently and in isolation. There are unresolved conflicts between organizations. Boards and Commissions rarely add new members. There are rarely new candidates who seek elected office. 2. Public and private sectors occasionally work together. There are no efforts to work regionally with other communities. There are few new members on Boards/Commissions and few new candidates for public office. 3. Public and private sectors work together on some projects. There are some new members on Boards/ Commissions. There are some new qualified candidates for public office. There is not much cooperation with neighboring communities.	4. Public and private sectors work well together to solve problems. There is collaboration on some projects. There are new members on boards and new qualified persons are seeking public office. There are efforts to work with neighboring communities on regional issues 5. Public and private sectors work well together to solve problems. The local governments collaborate on projects and initiatives. The boards and commissions regularly add new members. There is a steady influx of qualified persons seeking public office. The local government works well with neighboring communities on regional issues.
	SCORE (1-5)**:**

Community Support and Leadership	
D. The community recognizes diversity as essential to its success.	
1. The community has racial or ethnic tensions. People moving into the area are not welcomed into the community. The leaders in the community do not represent the diversity of the community. 2. There are a few "diverse" members of boards, civic organizations, and public officials. People moving in are accepted but not quickly included in community activities. 3. There are efforts to seek members for boards and public office candidates that represent the diversity of the community. Welcome packages are available for new residents. People moving into the area can easily become involved in community activities. There are efforts to deal with racial or ethnic tensions.	4. The community recognizes the importance of diversity to the success of the community. There are on-going efforts to be inclusive in the membership of boards, civic organizations, and public office candidates. The community holds events that celebrate its diversity. The community has a welcome program for new residents. 5. The community welcomes and accepts outsiders. The Chamber of Commerce has relocation packages for prospective new residents. Elected officials reflect the diversity of the community in terms of race, gender, age, and ethnicity. All cultural groups are involved in important community activities. The community holds events that celebrate its diversity.
	SCORE (1-5)**:**

Community Support and Leadership	
E. The community has an active and effective Leadership Development Program.	
1. The community does not have a Leadership Development Program. 2. The community is starting a Leadership Development Program or has one that has not changed since its inception. There has been limited success in developing new leaders. 3. The community has a Leadership Development Program; however, few graduates have assumed community leadership positions. The program does not teach leadership skills. There is not an effective Youth Leadership Program. The program does not reflect the diversity of the community.	4. The Leadership Development Program includes leadership skills training. Some graduates have assumed community leadership positions. There is business support for the program. There is a Youth Leadership Program. The program reflects the diversity of the community. 5. The Leadership Development Program includes leadership skills development, team-building, and training in group dynamics and meeting management. Graduates of the program have assumed leadership positions within the community. The business community supports the program financially and/or with in-kind gifts, and encourages participation. Elected officials participate in the program. The program reflects the diversity of the community. There is an active and effective Youth Leadership Program.
	SCORE (1-5)**:**

15

Commercial, Retail, Tourism and Entrepreneurship	
A. The community has an active retail recruitment and commercial development program.	
1. The community does not have a retail recruitment and commercial development program. 2. The community has a retail recruitment team that is investigating the potential of retail in the community. 3. The community has a retail recruitment team that has identified specific retail targets. The team has developed retail recruitment materials and is promoting the community. The team is talking with developers and retailers about specific sites in the community.	4. The retail recruitment program is part of the community's overall Economic Development strategy. There is an active retail recruitment team. The team has identified a vision for the community and has researched the most appropriate retail for the community. The team has developed marketing materials and is actively marketing the community and specific sites to potential retail. The community is beginning to attract retail from the team's efforts. 5. The retail recruitment program is part of the community's overall Economic Development strategy. There is an active retail recruitment team that has defined the desired vision for retail, has an inventory of potential retail sites, and has matched desired retail with the community's assets and desires using retail data bases. The team has developed a marketing plan to promote the community and its sites. The community has specific marketing materials that are used at trade shows and through direct contact with retailers, developers, etc. The community is able to attract desired, appropriate retail to the area.
	SCORE (1-5)**:**

Commercial, Retail, Tourism and Entrepreneurship	
B. The community has an active program to support downtown development and revitalization.	
1. The community does not have any initiatives to develop or revitalize downtown. 2. The community has a few efforts underway to improve downtown. There is growing interest in making additional improvements downtown. 3. The community has building codes and beautification guidelines to enhance downtown buildings and facades. There are efforts to develop a strategy and to acquire the necessary financial and organizational resources to revitalize downtown. The community has an active Downtown Merchants' Association.	4. The community has a Downtown Development and Revitalization strategy. The community has a Downtown development staff, and an active Downtown Merchants' Association. The community has begun making implementing the plan and making improvements in Downtown. 5. The community has a Downtown Development and Revitalization strategy that is well underway in implementation. The community has an active downtown development organization that has sufficient financial resources and has a paid staff. The community is aware of and supportive of the plan. There is a Downtown Merchants Association that is active and working together to implement the strategic plan. Shopping and visitors to downtown are increasing. Events are held downtown.
	SCORE (1-5)**:**

Commercial, Retail, Tourism and Entrepreneurship	
C. The community has an existing retail and commercial retention and expansion program.	
1. There are few efforts to assist existing retail and commercial businesses. 2. The community has a list of the existing retail and commercial businesses. 3. The community has a list of the existing retail and commercial businesses. The community responds to issues as they are raised by existing businesses.	4. Existing retail and commercial retention is part of the community's Economic Development Plan. The economic development organization or the Retail Recruitment and Retention Team periodically visit businesses to assess their issues and needs and strive to assist, as appropriate. 5. Existing retail and commercial retention is part of the community's Economic Development Plan. The retail and recruitment team interviews current business owners and follows up on their needs. There are regular networking opportunities provided. The Retail Recruitment and Retention Team provide consumer data to the businesses in targeted product areas to enhance their retention and expansion opportunities. There are efforts to encourage residents to buy locally.
	SCORE (1-5)**:**

Commercial, Retail, Tourism and Entrepreneurship	
D. The community has a tourism promotion and development organization that effectively implements projects.	
1. The community has no formal tourism promotion effort. 2. A local entity has been designated to be responsible for tourism development and promotion and has implemented some promotional projects. 3. The community has a tourism promotion entity and has conducted an inventory of tourism assets to be used for promotions.	4. The community has a tourism promotion entity that periodically implements projects and has developed and is implementing a tourism development and promotion plan. 5. The community has a professionally staffed, fully funded tourism development and promotion organization that implements a wide range of projects and continually assesses their effectiveness.
	SCORE (1-5)**:**

Commercial, Retail, Tourism and Entrepreneurship	
E. The community has a viable entrepreneurship development program.	
1. The community has not identified the need to promote entrepreneurship development. 2. The community has discussed the need for addressing entrepreneurship development; however, no initiatives have been undertaken. 3. The community has undertaken some entrepreneurial development initiatives; however, there is uncertainty about the various efforts. The community relies heavily on resources external to the community such as a Small Business Development Center to assist with entrepreneurial development.	4. The community has entrepreneurial development services in place (such as an incubator, technical assistance, grants and loans, etc.); however there are no measurable goals regarding the effectiveness. 5. The community has a strong entrepreneurial development program in place with established, measurable goals and outcomes that are routinely monitored. Other communities have used community's model for their entrepreneurial initiatives.
	SCORE (1-5)**:**

Section 7:   Quality of Life

Quality of Life	
A. The community's quality of life is enhanced by good law enforcement and emergency services.	
1. The community's law enforcement and emergency services response times and care are inadequate. 2. The community's law enforcement only consists of a Sheriff's Department and a volunteer fire and emergency services department. 3. The community fire and emergency services department receives partial funding from local government.	4. Fire and emergency response facilities are funded by local government and strategically located throughout the community to minimize response time. There are neighborhood watches and a low crime rate. 5. The community has well managed, well trained, and adequately funded full-time law enforcement, fire, and emergency services departments and needs of the community are continuously assessed. There are neighborhood watches and a low crime rate. Drug problems are being addressed.
	SCORE (1-5)

Quality of Life	
B. The community's quality of life is enhanced by strong, well balanced recreation opportunities.	
1. The community's recreation offerings are informal (picnic areas, trails, wildlife viewing, etc.) with athletic programs being conducted by athletic associations and minimal support from the local government. 2. The community has a part time recreation department with minimal funding and oversight of programs and facilities. 3. The community has a strong recreation athletic program and some non-athletic offerings, i.e., cultural arts, instructional programs, trails, etc.	4. The community has a full-time recreation department with full-time professional staff and is implementing a master development plan. 5. The community has a full-time recreation department and a variety of facilities and programs to meet the recreation and cultural needs of all age and special needs groups. Information is readily available for these activities.
	SCORE (1-5)**:**

Quality of Life	
C. The community's quality of life is enhanced by a very attractive community appearance.	
1. The community has poorly maintained residential and business property, considerable litter, inadequate street lighting, and little or no enforcement of codes and ordinances for property appearance. 2. The community has limited enforcement of codes and ordinances for property appearance and litter control. Many properties need cleaning, restoring, or removing. 3. The community has interest in improving the community's appearance and is conducting cleanup events and identifying other appearance issues.	4. The community has an entity responsible for improving the community's appearance and is developing a beautification plan to address all aspects of community appearance. 5. The community has implemented a beautification plan resulting in a clean, neat, welcoming appearance with good directional signage, well maintained homes, property, and business and governmental buildings.
	SCORE (1-5)**:**

Section 7:   Quality of Life

Quality of Life	
D. The community's quality of life is enhanced by modern health care facilities to meet most of the medical emergencies and routine care needs.	
1. The community has no hospital, medical center, and few, if any, doctors in the community, nor long-term health care facilities (assisted living and nursing homes). 2. The community has a medical clinic or health department facility for minor emergencies and routine services and a few general practitioners. 3. The community has a medical clinic or small hospital with minimal number of doctors, nurses, and staff, minimal long-term care facilities, and some mental health services.	4. The community has a hospital with access to most specialties, several general practitioners, some long-term care facilities, and a mental health facility. 5. The community has a well-staffed, quality hospital with most medical specialties, long-term care, mental health center, substance abuse facilities, assisted living facilities and the ability to recruit doctors of all specialty areas, as needed.
	SCORE (1-5)**:**

Quality of Life	
E. The community's quality of life is enhanced by a variety of available housing to meet all income levels.	
1. The community has few available homes for purchase or rent, inadequate housing for low income families, no homes to attract company executives, and many existing homes are poorly maintained. 2. The community has a small number of new and rental homes available, with few in the middle and low income ranges. 3. The community has at least one new subdivision under construction, some limited low income housing, and fairly well maintained homes throughout the community.	4. The community has a growing housing market, with new homes being built for a wide range of income levels, including a limited number of executive level homes, and adequate housing for low income families. 5. The community has a wide array of attractive, well built, well maintained homes to attract all income levels.
	SCORE (1-5)**:**

Section 8: Education

Education	
A. The local educational institutions are graduating students with the skills and knowledge that meet the needs of employers.	
1. The percentage of adults over age 25 with a high school diploma is lower than the state and national average. 2. The percentage of adults over age 25 with a high school diploma exceeds the state average but is lower than the national average. 3. The percentage of adults over age 25 with a high school diploma exceed both the state and national average.	4. The community has coordinated its business and education partnerships. Local businesses routinely provide input to the vocational school program curriculum. The percentage of adults over age 25 with a high school diploma exceed both the state and national average. 5. The percentage of adults over age 25 with a high school diploma exceed both the state and national average. The community has strong, coordinated business and education partnerships. The school facilities are well maintained and have up-to-date technology. A number of Dual enrollment courses are offered. Local businesses routinely find employees with necessary skills/knowledge.
	SCORE (1-5)**:**

Education	
B. Higher education opportunities are readily available.	
1. The community does not have a community/ technical college or four-year university within a one-hour drive. 2. The community has either a community/ technical college or four-year university within a one-hour drive that offers educational opportunities and customized training for business/industry. 3. The community has either a community/ technical college or four-year university in the community that offers educational opportunities and customized training for business/industry.	4. The community has both a community/technical college and four-year university within a one-hour drive that offers educational opportunities and customized training for business/industry. 5. The community has both community/technical college and four-year university in the community. Numerous economic development partnerships and initiatives are in place between the educational institutions and community. Customized training and technical assistance for business/industry is conducted.
	SCORE (1-5)**:**

Section 9:   Workforce

Workforce	
A. The community has resources to help companies hire and train a diverse workforce.	
1. The community does not have resources for helping existing and prospective employers meet hiring and training needs. 2. The community depends solely on the state's employment services to aid companies in recruiting, screening, testing and training a workforce. 3. The community works informally with state employment services, adult basic education services, community/technical colleges, private employment services to meet existing and prospect employee needs on a case-by-case basis.	4. The community has a Workforce Committee through its chamber or economic development organization that regularly addresses local efforts to help companies hire and train diverse workforces. The chamber or economic development organization has resource materials to share with companies needing assistance. Incentives and funds are available to offset the cost of employee training for qualifying new and existing businesses. There are retraining programs for dislocated workers. 5. The community has a paid workforce development staff resource through its chamber or economic development organization that works with prospective, new and existing businesses on workforce hiring and training needs. The staff resource meets with the Workforce Committee on a monthly basis to discuss workforce matters in the community. Incentives and funds are available to offset the cost of employee training for qualifying new and existing businesses. There are retraining programs for dislocated workers.
	SCORE (1-5)**:**

Workforce	
B. A diverse, trainable and ready workforce is available in the community.	
1. The community isn't aware of the needs of its existing and prospective industry. 2. Community leaders have discussed the need to retain young people, attract managerial and technical talent and have suitable day care options available. However, no initiatives have been undertaken. 3. The community has asked its existing industry about workforce needs (young professionals, technical talent, managerial talent, day care services, etc.) These needs are routinely discussed with prospective industries too. However, no programs/initiatives have been established.	4. The community has a committee/group that addresses the needs related to developing a diverse workforce. Programs/initiatives such as a young professionals group, a variety of day care options, managerial housing and welcoming activities are in place. 5. The community is implementing various programs/initiatives to ensure a diverse workforce. Existing and new businesses can easily find managerial and technical talent in the community. Young professionals are readily available. Working families have varied day care options.
	SCORE (1-5)**:**

Workforce	
C. The labor/management working relationships in local industries are positive.	
The labor/management working relationship in local industries is unstable. There has been at least one strike at an industry within the past three years and/or an industry has closed its doors and moved its operation to another one of its facilities due to labor/management issues. 2. The labor/management working relationship is fair. There has not been a strike at an industry within the past three years; however, the possibility exists for a strike or closing due to labor/management issues. 3. The community informally works to keep its labor/management working relationship positive; however, the percentage of unionized workers in the community is a concern with industrial recruiting.	4. The community has a labor/management committee that meets regularly to discuss and address labor/management concerns/issues. 5. The community has none or a small percentage of unionized workers. The labor/management environment is viewed as positive.
	SCORE (1-5):

Community Assessment Summary of Scores

Section 1: Economic Development Organization	SCORE (1-5)
A. The community has an effective economic development entity responsible for recruitment and retention.	
B. The economic development organization has adequate and sustained funding.	
C. The economic development organization has the ability to garner funding for large economic development projects.	
D. The economic development organization has a current 3-5 year strategic economic development plan.	
E. The community has a knowledgeable economic development professional.	
F. The community has a trained sales team comprised of people from the public and private sectors with expertise in a variety of areas.	
G. The economic development organization has the technological capacity and skills to respond to project proposals and market itself.	
H. The economic development organization has effective relationships with economic development partners.	
Economic Development Organization Average Score	

Section 2: Industrial Recruitment and Retention	SCORE (1-5)
A. The economic development organization has targeted industries that would best fit in the community and is implementing a plan for recruiting those industries.	
B. The local community has a consistent incentive package for recruitment and retention of industry to the area.	
C. The economic development organization has an active existing industry retention and expansion program.	
Industrial Recruitment and Retention Average Score	

Section 3: Sites and Buildings	SCORE (1-5)
A. The community has a prepared, shovel-ready industrial site available.	
B. The community has existing marketable buildings available.	
C. The community has a spec building program.	
Sites and Buildings Average Score	

Section 4: Infrastructure and Planning	SCORE (1-5)
A. The community has sufficient capacity in water, wastewater, and solid waste infrastructure to support industrial development and expansion.	
B. The community has an up-to-date comprehensive land use plan with adequate designation of industrial land and a well-enforced zoning ordinance.	
C. The community has excellent telecommunications services that can fully meet the needs of existing and prospective business and industry.	
Infrastructure and Planning Average Score	

Section 5: Community Support and Leadership	SCORE (1-5)
A. There is broad community awareness and support for economic development activities.	
B. Businesses and citizens actively volunteer to improve the community.	
C. Public and private sectors work together well to solve community problems.	
D. The community recognizes diversity as essential to its success.	
E. The community has an active and effective Leadership Development Program.	
Community Support and Leadership Average Score	

Section 6: Commercial, Retail, Tourism and Entrepreneurship	SCORE (1-5)
A. The community has an active retail recruitment and commercial development program.	
B. The community has an active program to support downtown development and revitalization.	
C. The community has an existing retail and commercial retention and expansion program.	
D. The community has a tourism promotion and development organization that effectively implements projects.	
E. The community has a viable entrepreneurship development program.	
Retail Recruitment and Retention Average Score	

Section 7: Quality of Life	SCORE (1-5)
A. The community's quality of life is enhanced by good law enforcement and emergency services.	
B. The community's quality of life is enhanced by strong, well balanced recreation opportunities.	
C. The community's quality of life is enhanced by a very attractive community appearance.	
D. The community's quality of life is enhanced by modern health care facilities to meet most of the medical emergencies and routine care needs.	
E. The community's quality of life is enhanced by a variety of available housing to meet all income levels.	
Quality of Life Average Score	

Development Districts

Greater Nashville Regional Council
Mr. Sam Edwards, Executive Director
501 Union Street, 6th Floor
Nashville, TN 37219-1705
(615) 862-8828 Fax (615) 862-8840
gnrc@gnrc.org
www.gnrc.org

East Tennessee Development District
Mr. Terrance Bobrowski, Executive Director
P.O. Box 249
Alcoa, TN 37701-0249
(865) 273-6003 Fax (865) 273-6010
Tbobrowski@etdd.org

Northwest Tennessee Development District
Mr. John Bucy, Executive Director
P.O. Box 963
Martin, TN 38237-0963
(713) 587-4213 Fax (731) 587-4587
jabnwtdd@aeneas.net

Upper Cumberland Development District
Ms. Wendy Askins, Executive Director
1225 S. Willow Ave.
Cookeville, TN 38506-4194
(931) 432-4111 Fax (931) 432-6010
WASKINS@ucdd.org
www.ucdd.org

First Tennessee Development District
Ms. Susan Reid, Executive Director
207 N. Boone St. Ste. 800
Johnson City, TN 37604-5699
(423) 928-0224 Fax (423) 928-5209
sreid@ftdd.org
www.ftdd.org
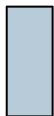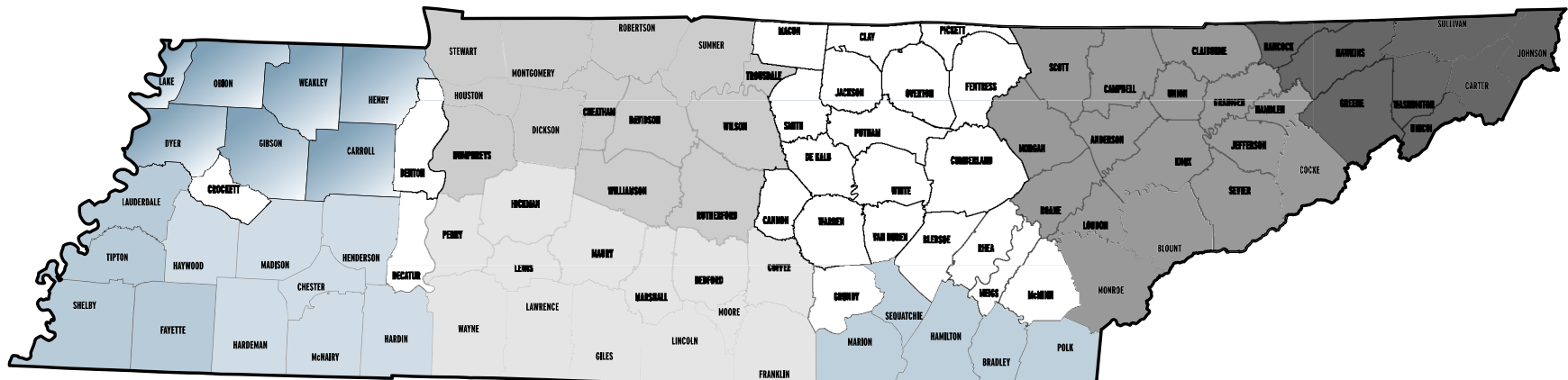
Memphis Area Association of Governments
Mr. John Sicola, Executive Director
1420 Union Ave., Ste 410
Memphis, TN 38104-3695
(901) 729-2871 Fax (901) 729-4107
jwsicola@maagov.org

South Central Tennessee Development District
Mr. Jerry Mansfield, Executive Director
815 S. Main St
P.O. Box 1346
Columbia, TN 38402-1346
(931) 381-2040 Fax (931) 381-2053
jmansfield@sctdd.org
www.sctdd.org

Southwest Tennessee Development District
Joe Barker, Executive Director
27 Conrad Dr., Ste 150
Jackson, TN 38305-2850
(731) 668-7112 Fax (731) 668-6421
e-mail TBD
www.swtdd.org

Southeast Tennessee Development District
Ms. Beth Jones, Executive Director
535 Chestnut Street
P.O. Box 4757
Chattanooga, TN 37405-0757
(423) 266-5781 Fax (423) 267-7705
bjones@sedev.org

THREE-STAR COMMUNITY PROGRAM
TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE AWARD
PROGRAM
Level 1 Award Community Application Documents

Letter from Katie Rawls, TNCPE president

Welcome to the Tennessee Center for Performance Excellence!

Through our partnership with the Tennessee Department of Economic and Community Development's Three-Star Program, you have access to an invaluable resource that will help your community achieve its goals, set new ones and become a role model for other communities in our state.

As with the Three-Star Program, achieving excellence is a key component of the TNCPE mission. We accomplish this by providing Tennessee organizations access to an application and feedback process that identifies their strengths and opportunities for improvement. This process is linked to a four-level award program. Level 1, which you are applying for, is the introductory level. Level 4 is the highest. As award levels increase, applicants must respond to more sections of the Criteria for Performance Excellence – a document that describes the characteristics of world-class organizations.
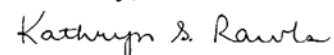
Regardless of your community's size or how its operations are run, when you go through the TNCPE evaluation process, the feedback you get will be tailored to address your community's specific challenges. Think of it as a free, high level consultation service!

Your evaluation will be conducted by a team from the TNCPE Board of Examiners. This board is composed of professional leaders from across the state who represent a variety of industries.

The TNCPE program will provide tools you can apply to your community's quest for excellence and economic development. I'm delighted that you're taking these steps to augment the work you've already put into your Three-Star certification.

If you have any questions, please don't hesitate to contact me.

Sincerely,

Kathryn S. Rawls

Katie Rawls, President
Tennessee Center for Performance Excellence
(800) 453-6474

LEVEL 1 AWARD APPLICATION INSTRUCTIONS

To apply for a Level 1 TNCPE Award, you must send **10 copies** of the following items to the TNCPE office:

- Organizational Profile
- Award Application Form
- Strategic Plan

Mailing Address
Tennessee Center for Performance Excellence
2525 Perimeter Place Drive, Suite 122
Nashville, TN 37214-3773

ORGANIZATIONAL PROFILE
The Organizational Profile is the only part of the *Criteria for Performance Excellence* required for your Level 1 application. Writing it is a matter of answering a series of 13 questions. Once complete, this document will describe how your community operates and the key challenges it faces.

TNCPE offers two Organizational Profile formats. All Level 1 community applicants may use the simplified Organizational Profile questionnaire included in these materials. If you prefer, the standard Organizational Profile questionnaire may be used. This format is required for Level 2, 3 and 4 applicants and can be found on pages 12-14 of the *Criteria for Performance Excellence*. All Organizational Profiles are limited to five pages

Organizational Chart & Glossary
You are encouraged to include an organizational chart and a glossary of terms and abbreviations used within your community. The organizational chart and glossary **do not** count toward the overall page limit.

APPLICATION FORM
Ten copies of the application form (included in these materials) must accompany 10 copies of your Organizational Profile and 10 copies of your strategic plan. Below you will find details about the information requested in each section of the form.

1. Applicant
Provide the official name of the community as it will appear on the award and in publicity, and the city and/or county in which the community is located.

Provide the number of residents served by the applicant community.

2. Official Contact

Provide the name, title, mailing address, street address (for courier deliveries), telephone, fax number and e-mail address of the official contact who can provide additional information and arrange a site visit.

3. One-Sentence Description

Provide a brief description of your community. This description will be used in conjunction with the Excellence in Tennessee Awards Banquet and for publicity purposes.

4. Ethics Statement and Signature of the Highest Ranking Official

The applicant's highest-ranking official must sign in the space provided, indicating agreement to the terms and conditions stated in the Release Statement. In addition, the highest-ranking official's signature attests that no untrue statement of a material fact is contained in the Application Package and no omission of a material fact has been made that is legally disclosable and affects organizational ethical and legal practices.

STRATEGIC PLAN

Your application package must include 10 copies of your community's strategic plan.

WHAT'S NEXT?

TNCPE will confirm receipt of your application as soon as it arrives in our office. We will then assign your application to a team of examiners who will begin the assesment process by reviewing your application.

Shortly after your application has been assigned to an examiner team, the team leader will contact you to set the date for a site visit. During this visit, examiners will spend about four hours in your community clarifying and verifying the information you presented in your Organizational Profile.

The team leader will serve as your liason with the team for the site visit. He or she will further explain the purpose of the visit and discuss the team's expectations.

Following the site visit, examiners will compile all of their findings into a Feedback Report that you will receive between four to six weeks after the site visit. You will use the Feedback Report to develop and implement strategic goals, driving your community toward performance excellence.

CONTACT US

If you have any questions about the application process, please visit our Web site (www.TNCPE.org) or contact us directly:

(615) 889-8323
(800) 453-6474
contact@TNCPE.org

Three Star Community Profile

1. Why is your community participating in the Three Star program? How does the community expect to benefit from participating in the program?

2. How does the Three Star program help your community achieve higher levels of excellence and sustainable economic prosperity?

3. Who is responsible for owning and monitoring the Three Star program for your community? This is the person or group of people responsible for making sure Three Star program efforts (such as creating a strategic plan) are completed. Describe why this individual and/or group was given this responsibility. What are their areas of expertise?

4. Who are your key stakeholders for the Three Star program and what are their needs and expectations? *("Stakeholders" refers to all groups that might be affected by your community's actions and success.)*

Key stakeholders	*Needs and Expectations*

5. How do you keep stakeholders engaged and enthusiastic about the Three Star program?

6. What are your community's key strategic challenges and advantages?

7. What are the steps your community is taking to fulfill the Three Star program requirements?

8. How do community leaders actively demonstrate their commitment and support for the Three Star program (beyond the required resolutions of support)?

9. How do you communicate with stakeholders and citizens to ensure their engagement and involvement throughout the Three Star process?

10. How do you gather input from community leaders and the general public to incorporate into your strategic plan?

11. How do you develop and deploy actions/tasks to implement the strategic plan?

12. How do you monitor and measure the implementation of the strategic plan?

13. List the key accomplishments your community has achieved in the past year that relate to your strategic plan.

14. What has your community learned from its participation in the Three Star program?

15. How will the community sustain the results it has achieved through the Three Star program?

Sept. 9, 2007

TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE Award Program

Level 1 Community Application Form

Mail ten copies of this form, your Organizational Profile and strategic plan to:
Tennessee Center for Performance Excellence
2525 Perimeter Place Drive, Suite 122, Nashville, TN 37214-3773

1. **Applicant**

   _____
   Community Name

   _____
   City   County

   Total # of employees (FTE): _____

   Total # of residents: _____

2. **Official Contact**

   _____
   Name

   _____
   Title

   _____
   Mailing Address

   _____
   Street Address (no PO Box)

   _____
   City   County   Zip

   _____
   Telephone   Fax

   _____
   E-mail

3. **One-sentence description of your community:**

   _____

   _____

   _____

4. Signature of Highest Ranking Official

_____
Name

_____
Title

_____
Address

_____
City   County   Zip

_____
Telephone   Fax

_____
E-mail

I state and attest that:

- I have reviewed the information provided by the Organizational Profile in this application package.

- To the best of my knowledge, no untrue statement or omission of a material fact has been made in this application package.

- Based on the information herein and the current eligibility requirements for the Tennessee Center for Performance Excellence Award, my organization is eligible to apply.

- I understand that at any time during the Award Process cycle, if information is found not to support eligibility, my organization will no longer receive consideration for the Award and will receive only a feedback report.

_____
Signature   Date

THREE-STAR RESOURCE WEBSITES

NOTE: If you can't tap into the links starting with http://www...directly, copy and paste into internet to reach the sight.

Adult High School - http://tennessee.gov/education/ci/ciadulths

Alliance of National Heritage/National Heritage Areas - http://www.nationalheritageareas.com

Appalachian Regional Commission – http://www.arc.gov/index.jsp

Career Centers - http://www.state.tn.us/labor-wfd/cc/cccounty.htm

Center for Historic Preservation at MTSU – http://histpres.mtsu.edu/tncivwar

Century Farms – http://histpres.mtsu.edu/centfarms/

Certified Local Government – http://tennessee.gov/environment/hist/pdf/clg_list.pdf

County Technical Assistance Service (CTAS) – http://www.ctas.tennessee.edu/

Delta Regional Authority – http://www.dra.gov/

Department of Labor and Workforce Development/Workforce Employment Outreach Committee –

http://www.state.tn.us/labor-wfd/weoc_map2.pdf

Drug Free Workplace Program - www.state.tn.us/labor-wfd/dfwp.html

*East Tennessee Development District – www.discoveret.org/etdd/front_page.htm

*First Tennessee Development District - www.ftdd.org

*Greater Nashville Regional Council (GNRC) - http://www.gnrc.org/

Imagination Library- Governor's Books from Birth - www.governorsfoundation.org

Institute for Public Service – http://www.ips.tennessee.edu/

Keep America Beautiful - www.kab.org

Keep Tennessee Beautiful – www.ktnb.org

Knoxville – Oak Ridge Innovation Valley (East TN Industrial Development Association) – http://www.knoxvilleoakridge.org/

*Memphis Area Development District – jwsicola@maagov.org

Memphis Regional Economic Development Council – http://www.memphissuperregion.com/

Middle Tennessee Industrial Development Association – http://www.mtida.org/

Municipal Technical Advisory Service (MTAS) – http://www.mtas.utk.edu/public/web.nsf/search/Home?opendocument

National Register of Historic Places – www.historicdistricts.com/TN/state.html

National Trust's National Main Street Center – www.nthp.org

*Northwest Tennessee Development District – www.nwtddhra.org/index.htm

Retire Tennessee Program – http://retiretennessee.org/index.html

*South Central Development District - www.sctdd.org

*Southeast Tennessee Development District – http://www.sedev.org/www

*Southwest Tennessee Development District – www.swtdd.org

Tennessee Advisory Commission on Intergovernmental Relations – http://www.state.tn.us/tacir/county_profiles.htm

Tennessee Arts Commission - www.arts.state.tn.us

Tennessee Association of Community Leadership (TACL) - www.leadershiptennessee.com

Tennessee Center for Performance Excellence – http://www.tncpe.org

Tennessee Chamber of Commerce and Industry – http://www.tnchamber.org/

Tennessee Department of Economic and Community Development - http://www.TNECD.GOV

Tennessee Department of Education – http://tennessee.gov/education/

Tennessee Department of Environment and Conservation Division - Recreational Assessment Program –

http:www.tennessee.gov/environment/recreation

Tennessee Department of Health – http://health.state.tn.us/index.shtml

Tennessee Department of Transportation (TDOT) – http://www.tdot.state.tn.us

Tennessee Historical Commission – http://www.state.tn.us/environment/hist/

Tennessee Housing Development Agency (THDA) – http://www.state.tn.us/thda

Tennessee Industrial Development Association – http://www.tidc-ecdev.org

Tennessee Leadership Center - www.tntomorrow.org

Tennessee P-16 Network Initiative/P-16 Councils/TN Board of Regents –

http://www.tbr.state.tn.us/academic_affairs/p16/p16.htm

Tennessee Scholars Program - www.tennesseescholars.org

Tennessee Three Star Program - http://www.tnecd.gov/3star.htm

Tennessee Tomorrow – http://www.tntomorrow.org/

Tennessee Urban Forestry Council – http://www.tufc.com/

Tourism News Bureau – http://www.tenntravelnews.com

Tree City USA – http://www.arborday.org/programs/treeCityUSA.cfm

TVA, Tennessee Valley Authority Economic Development - www.TVAed.com

*Upper Cumberland Development District - www.ucdd.org

USDA Rural Development – http://www.rurdev.usda.gov/tn/AOMap0504.htm

Voluntary Pre-K – http://www.tennessee.gov/governor/prek/

West Tennessee Industrial Development Association – http://www.wtia.org/

- Benchmark Report
- Targeted and Strategic Action Report

THREE-STAR

I. PLANNING AND INFRASTRUCTURE DEVELOPMENT	I.	II.	III.	Responsibilty	Date
BENCHMARK I:					
1. Inventory of Cities and County					
BENCHMARK II:					
1. Land Use and Transportation Plan					
2. Planning Commission					
*must have completed Benchmark I and II					
BENCHMARK III:					
1.Building Codes (all cities)					
2. Subdivision Regulations (all cities)					
3. Planning Commission					
*must have completed Benchmark I, II, and III					
II. COMMUNITY DEVELOPMENT					
BENCHMARK I:					
1. Attendance at Governor's Conference on Economic and Community Development					
2. Beautification Committee - 2 projects					
BENCHMARK II:					
1. Form Housing Committee					
2. Community Connections					
BENCHMARK III:					
1. Housing Action Plan					
2. Beautification Action Plan					
III. LEADERSHIP DEVELOPMENT					
BENCHMARK I:					
1. County and city (pop. 500 and over) attend one training/education seminar/session per year.					
BENCHMARK II:					
1. Maintain Youth Leadership Program					
2. One member of each municipal legislative body (pop. 500 and over) complete Level 1 or 2MTAS Elected Officials Academy					
BENCHMARK III:					
1. Designated Leadership Training Staff					

IV. ECONOMIC DEVELOPMENT	I.	II.	III.	Responsibilty	Date
BENCHMARK I:					
1. Economic Development organization and contact					
2. Economic Development contact attends Three-Star Planning Session					
3. Updated information on www.tennesseeprospector.com					
BENCHMARK II:					
1. Established committee for one of the following economic development areas: Small Business, Retail, Tourism or Downtown					
BENCHMARK III:					
1. Full time trained economic development professional					
2. Funded economic development marketing plan/budget					
V. EDUCATION AND WORKFORCE DEVELOPMENT					
BENCHMARK I:					
1. Identify job skills of the future and providers for skill training					
BENCHMARK II:					
1. Meet State Average Graduation Rate or State Average ACT composite score (county system's average)					
BENCHMARK III:					
1. Meet State Average Graduation Rate OR State Average ACT composite score (county system's average) OR acheived specific percent increase in graduation rate compared to prior year (county system's average)					

THREE-STAR TARGETED AND STRATEGIC ACTIONS

THREE-STAR PROGRAM OF WORK			
	Responsibilty	Date	Notes
QUALIFICATIONS:			
« **STEP ONE**			
Five-Year Asset Based Strategic Plan:			
« **STEP TWO**			
Establish Development Priorities			
« **STEP THREE**			
Prepare Effective Measurable Actions, Responsibilities and Timeline			
« **STEP FOUR**			
Endorse the Plan, Implement the Plan and Measure the Outcomes			
« **STEP FIVE**			
Maintain The Basics			
1. Adult Leadership Program			
2. Health Care Committee			
3. Enhanced Website			
4. Existing Industry Program			
5. Education Committee			

THREE-STAR TARGETED AND STRATEGIC ACTIONS

I. PLANNING AND INFRASTRUCTURE DEVELOPMENT	Benchmark I. 4 Targeted Actions	Benchmark II. 6 Targeted Actions	Benchmark III. 8 Targeted Actions *1 Strategic Action
1. Planning			
a. Subdivision Regulations			
City			
County			
b. National Flood Insurance Program			
City			
County			
c. Building Codes			
City			
d. Historic Zoning			
City			
County			
e. Land Use and Transportation Plan			
City			
County			
f. Community Facilities Plan			
City			
County			
g. Public Improvements Plan			
City			
County			
h. Zoning			
City			
County			
j. Planning Commission - City			
k. Planning Commission - County			
*Tennessee Certified Local Government Program			
*Adoption of County Building Codes			
2. Technology Infrastructure			
a. Technology Committee			
b. Community Assessment			
c. Action Plan			
d. Education			
3. Green Infrastructure			
a. Tree Ordinance			
b. Arbor Day Observance/Proclamation			
*Tree City USA / Tree Line USA			
TOTAL PLANNING/INFRASTRUCTURE DEV			

THREE-STAR TARGETED AND STRATEGIC ACTIONS

II. COMMUNITY DEVELOPMENT	Benchmark I. 5 Targeted Actions	Benchmark II. 7 Targeted Actions	Benchmark III. 10 Targeted Actions *1 Strategic Action
1. Community Connection			
a. Community Connection/Minimum One-Day Visit and Evaluation			
2. Community Volunteerism			
a. 1500 hours of Community Service - youth			
b. 1500 hours of Community Service - adult			
3. Housing			
a. Housing Committee			
b. Policies, Procedures, & Action Programs			
c. Homeownership Fair			
d. Fair Housing Event			
e. Governor's Housing			
Comprehensive Survey of Local Housing Mkt.			
4. Energy			
a. Local Government Energy Loan Program			
b. Small Business Energy Loan Program			
c. TEEN Energy Education			
d. Energy Star Program			
e. Biodiesel Program			
f. Clean Energy Technology Grant Program			
Take Advantage of ECD Energy Programs			
5. Public Library			
a. Policies and Procedures			
b. Staffing and Budget			
c. Services to Community			
6. Website			
a. Advanced Website Technology			
7. Beautification			
a. Beautification Committee			
b. Beautification Action Plan			
c. Beautification Projects			
d. Litter/Recycling			
Keep America Beautiful Affiliation			
8. Arts and Culture in Your Community			
a. Arts and Culture Component in Five Year Strategic Plan			
b. Tennessee Arts Commission Funding Programs			
c. Local Government Financial Support			
d. Arts Education Programs			
e. News Media Support			
f. Existing Arts Council			
Develop a New Arts Council			
9. Heritage and Historic Preservation			
a. History/Heritage Museum			
b. National Register of Historic Places			
c. Heritage Walking/Driving Tour			
d. TN Landmark and Historic Trees Register			
TOTAL COMMUNITY DEVELOPMENT			

THREE-STAR TARGETED AND STRATEGIC ACTIONS

III. LEADERSHIP DEVELOPMENT	Benchmark I.	Benchmark II. 1 Targeted Action	Benchmark III. 2 Targeted Actions *1 Strategic Action
1. Leadership Program			
a. Youth			
*Accredited Youth Leadership in School Cirriculum			
2. Community Leadership Education			
a. Tennessee Association of Community Leadership (TACL)			
b. Active Leadership Alumni Program			
c. Alumna is Current Member of Regional Program			
d. MTAS / CTAS Seminars and Training			
*Elected Officials Academy - 60% of each municipalilty			
*County Official Certified Training Program - 25% of County Comm, and County Mayor			
*Annual Regional Leadership Day			
TOTAL - LEADERSHIP DEVELOPMENT			

THREE-STAR TARGETED AND STRATEGIC ACTIONS

IV. ECONOMIC DEVELOPMENT	Benchmark I. 5 Targeted Actions	Benchmark II. 7 Targeted Actions	Benchmark III. 10 Targeted Actions *1 Strategic Action
1. Existing Industry Program			
a. Industry Survey			
*Visit Headquarters of a Local Industry			
2. Business Development-Marketing			
a. Prospect Team			
b. Certified Development Professionals			
c. Community Charateristics Database			
d. Establilshed Building/ Sites Database			
*Regional Partnerships			
3. Downtown Development/Tennessee Main Street			
a. Downtown Public/Private Partnership			
b. Vision and Mission Statement/Work Plan			
c. Active Board of Directors			
d. Key Statistical Data			
e. National Trust's National Main Street Ctr. Network Membership			
*TN Main Street Certification			
4. Entrepreneurship			
a. Tools for Startup Businesses			
b. Resource Kiosk			
c. Buy Local Program and Website			
d. Volunteerism for Entrepreneurship			
e. Entrepreneurship Traning			
f. Small Business Survey			
*Dedicated Funding Source for Entrepreneurship			
*Business Incubator			
5. Tourism			
a.Tourism Committee			
b. Certified Tourism Professionals			
c. Inventory			
d. Marketing Plan			
e. Tourism News Bureau			
f. Community Festival			
*Tourism - Dedicated Funding Source			
6. Retiree Recruitment			
a. Retiree Relocation Committee			
b. Community Assessment			
c. Marketing			
d. Web Presence			
7. Retail Services			
a. Commercial/Retail Committee			
b. Business Inventory			
c. Customer Surveys			
d. Recruiting Plan			
e. Merchants Association			
f. Customer Service Training			
8. Agriculture/Agritourism			
a. Student Organization			
b. A NEW Century Farm Recognition			
c. Farmers Market			
d. County Agricultural Fair			
e.Tennessee Certified Arboretum			
f. Agritourism Inventory			
g. Agritourism Marketing Plan			
h. Venue Signage			
TOTAL - ECONOMIC DEVELOPMENT			

THREE-STAR TARGETED AND STRATEGIC ACTIONS

V. EDUCATION AND WORKFORCE DEVELOPMENT	Benchmark I. 4 Targeted Actions *1 Strategic Action	Benchmark II. 6 Targeted Actions *1 Strategic Action	Benchmark III. 8 Targeted Actions *1 Strategic Action
1. Education			
a. Accreditation			
b. Highly Qualified Staff			
c. Graduation Rate			
d. Other Objectives			
e. Voluntary Pre-K Program			
f. Adult High School			
g. Regional P-16 Council			
*Local P-16 Council			
*System-wide 3 yr. average ACT composite = 20			
*Education Foundation			
*Imagination Library-Governor's Books From Birth			
*Tennessee Scholars Program			
2. Workforce Development			
a. Workforce Development Committee			
b. List of Skills for Jobs of the Future			
c. List of Current Providers			
d. Create an Action Plan			
e. Increase Use of Career Center			
f. Improve WEOC Participation			
g. Raise GED Completion Rates			
h. Increase Drug Free Workplace Participation			
i. Improve 'Emerging Workforce' Education			
TOTAL EDUCATION DEVELOPMENT			

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THREE-STAR